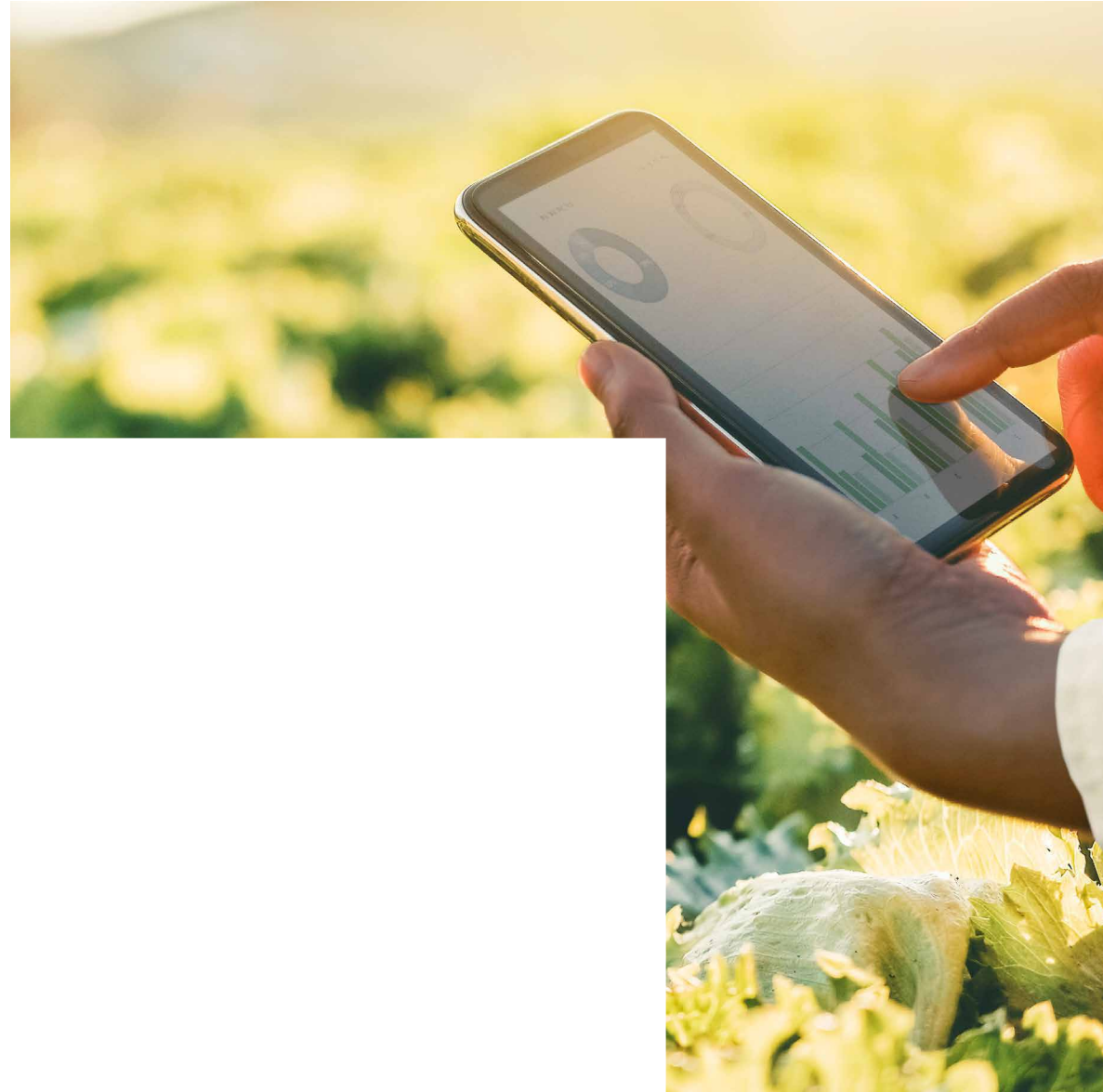


Our commitment to a more inclusive and sustainable world

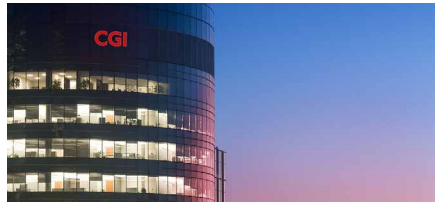
Corporate Social Responsibility
Report 2021

CGI





Contents



Approach	3
President and CEO's Letter	3
CGI at a glance	4
CGI by the numbers	5
CGI today	6
Our stakeholders	7
CSR priorities	8
Our three pillars	8
Sustainable development goals (SDGs)	9
CSR governance	12
Interview with our CFO and Chair of the CSR executive steering committee	13

People	15
Introduction	16
Highlights	18
Unlocking digital opportunities	19
Inspire	20
Engage	22
Empower	26
Authenticity, respect and a culture of belonging	27
Supporting the health and well-being of our members	30
A culture of intrapreneurship	33

Communities	36
Introduction	37
Highlights	39
Bridging digital divides	40
Digital accessibility	44
Supporting local organizations	46
Member engagement	48
COVID-19 in 2021	49

Climate	51
Introduction	52
Highlights	54
Environmental responsibility	55
Net-zero progress	56
Energy	60
Offices	60
Data centers	61
Traveling	62
Waste	63
Water	63
Members reducing environmental impact	67
Sustainability solutions and services	68
Service offerings and solutions	69

Responsibility	74
CGI Management Foundation	75
Ethics	76
Human rights	81
Procurement	83
Data privacy	84
Security	88
Risk management	92
Performance	94
Recognition and awards	95
Partnerships	97
Performance data tables	98
SASB and GRI index	102
Glossary	114
About this report	115

President and CEO's Letter



George D. Schindler
President and
Chief Executive Officer

This year marks the 45th anniversary of our company, and I couldn't be prouder of our members* around the world who have been supporting our clients for nearly half a century. Within the context of a global pandemic, social unrest, and a worldwide climate crisis, 2021 has given us an opportunity to reinforce our CGI values, and strengthen our commitment to improve the economic, social, and environmental well-being of the communities in which we live and work.

As technology enables businesses and governments to respond to today's challenges and opportunities, we understand our responsibility to ensure that everyone can benefit from its positive impacts. As a signatory of the United Nations Global Compact, we provided partnership and contribution to this year's UN Climate Change Conference (COP26). For F2022, we re-examined our global priorities, gathering input from our board of directors, the presidents of our global operations, CSR leaders, and all our stakeholders, to better reflect the challenges of our communities and guide us as we collectively focus on achieving a sustainable post-pandemic recovery.

Our CSR strategic goal is to remain an invested, responsible corporate citizen within our communities, empowering CGI professionals to actively engage. We prioritize partnerships with clients, while also collaborating with educational institutions and local organizations on three global priorities: People, Communities, and Climate.

For our **People** priority, we continue to champion digital inclusion for all, increasing access to technology and business education to help ensure that everyone can be successful in a digital society.

Our pledge to **Communities** includes pro bono projects where CGI professionals share IT and business expertise and give back with impactful contributions that make a difference.

Our strategic priority on **Climate** remains focused on creating a more sustainable world, both in our own operating practices and in our client collaborations. In the race to decarbonize and reinvent energy systems, we understand that technology is critical to helping all our clients transform. Internally, we've already seen incredibly positive results in reducing carbon emissions over the past decade, and in 2021, we made an even more ambitious pledge to reach net zero by 2030.

Our CSR priorities have never been more important as we continue in our efforts to make positive contributions to society by leveraging our expertise, our ability to drive innovation, and our presence in so many communities around the globe. We remain passionately committed to the idea that what we achieve in the midst of this accelerated digital transition must benefit all people, and chart a path to a more inclusive and sustainable world.

George D. Schindler
President and Chief Executive Officer

* We call our professionals members as a majority of them are also owners of CGI.
See the [glossary on page 114](#) for specific terms and acronyms.

CGI at a glance

CGI is among the largest IT and business consulting services firms in the world. We are insights-driven and outcome-oriented to help accelerate returns on IT and business investments. In all we do, our goal is to build trusted relationships through client proximity, providing industry and technology expertise to help our clients meet the needs of their customers and communities.



CGI by the numbers

Founded in
1976

45 years
of excellence

\$12.2B
revenue

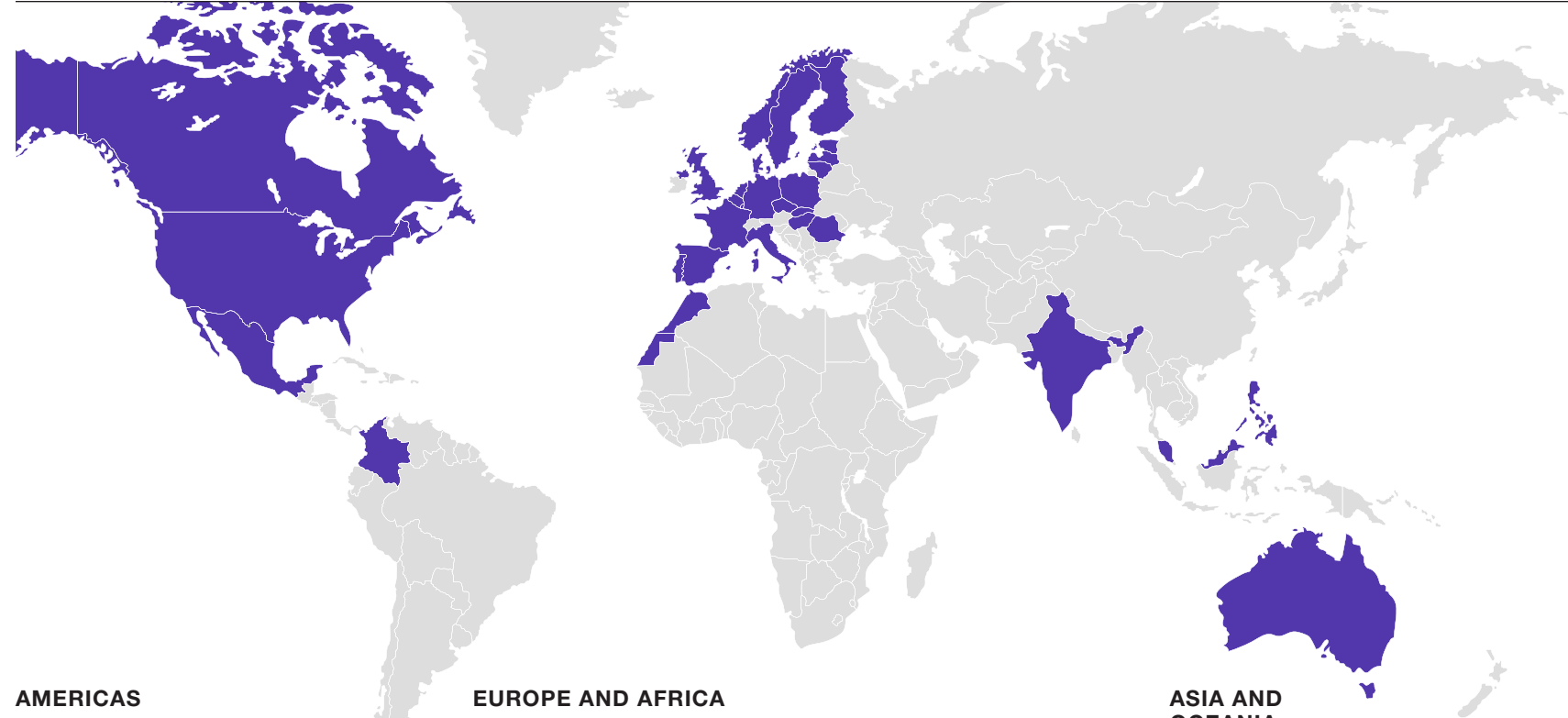
80,000
consultants and
other professionals

400
locations

5,500
clients benefiting from
end-to-end services

170+
IP-based solutions
serving 50,000 clients

Head office:
**Montréal,
Canada**



AMERICAS

- Canada
- Colombia
- Mexico
- United States

EUROPE AND AFRICA

- Belgium
- Czech Republic
- Denmark
- Estonia
- Finland
- France
- Germany
- Hungary
- Italy
- Latvia
- Lithuania
- Luxembourg
- Morocco
- Netherlands
- Norway
- Poland

- Portugal
- Romania
- Slovakia
- Spain
- Sweden
- United Kingdom

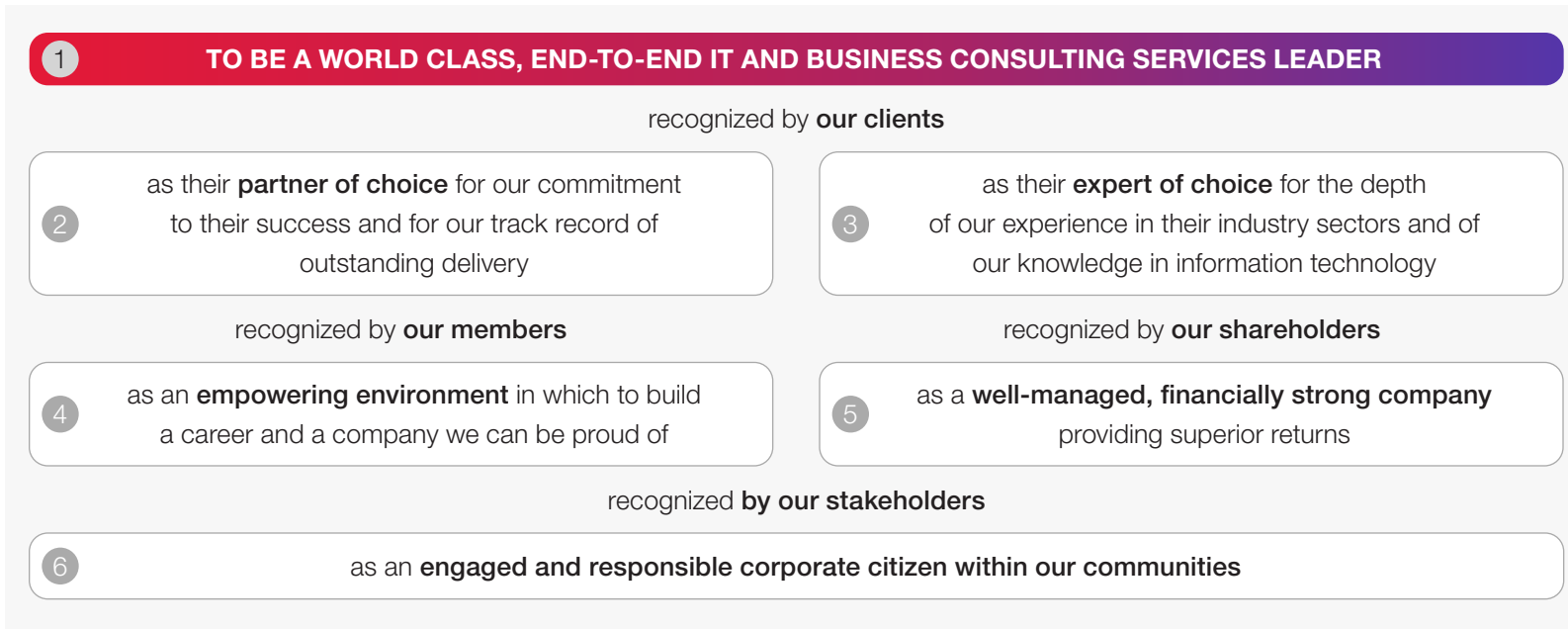
ASIA AND OCEANIA

- Australia
- Hong Kong
- India
- Malaysia
- Philippines

CGI today

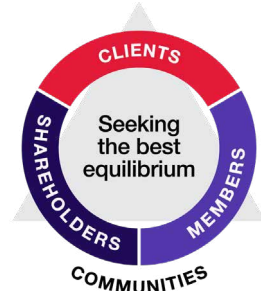
Our Vision is “to be a global world class end-to-end IT and business consulting services leader helping our clients succeed.”

This vision is supported by six strategic goals:



Our stakeholders

Just as our stakeholders are central to shaping our business strategy, they are also integral in shaping our CSR strategy. Our priorities are defined through their input and we partner with them on our initiatives. And we ask them to hold us accountable for our performance as part of our commitment to continuous improvement.



Members

Our employees, whom we call members because a majority of them are also CGI shareholders, are both our inspiration and our collaborators in achieving our CSR goals. We foster valuable dialogue through our Member Satisfaction Assessment Program, and members are encouraged to provide feedback on our global CSR strategies and their local implementation. Read more about our findings in the People section of this report.

Overall member satisfaction in 2021:
8.58/10

Clients

We work closely with our clients to help them develop and improve technologies and services critical to reaching their sustainability goals. Frequent reviews are conducted through our Voice of our Clients survey and our Client Satisfaction Assessment Program, where the client is asked to rate our performance. Corporate social responsibility is a core element in both surveys, and the resulting feedback is incorporated into our quality management process.

Overall client satisfaction in 2021:
9.30/10

Shareholders

To strengthen long-term relationships, we hold more than 200 one-on-one interviews with investors every year. In addition, we conduct the Shareholder Satisfaction Assessment Program. The CSR insights from these discussions help us update our rolling 3-year strategic plan and inform business unit plans.

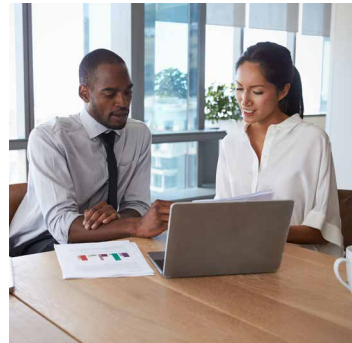
Overall shareholder satisfaction in 2021:
8.0/10

CSR priorities

Our priorities fall under three pillars: People, Communities, and Climate.

These pillars have always been important to our clients, members, and shareholders, and represent the direct impact of our commitment to contributing to a more sustainable and inclusive world.

Our three pillars



People

We champion digital inclusion for all, taking actions locally to improve access to technology and business education and mentoring in order to ensure everyone can be successful in a digital society as citizens or IT professionals.



Communities

We commit to positively contribute to society by leveraging our IT and business expertise through social impact projects, local economic growth initiatives, and by actively supporting local pro bono engagements.



Climate

We demonstrate our commitment to an environmentally sustainable world through projects delivered in collaboration with clients, and through our operating practices, supply chain management, and community service activities.

Sustainable development goals (SDGs)

CGI has been a signatory member of the United Nations Global Compact (UNGC) since 2020. We are committed to the United Nations Guiding Principles, and sustainable development goals.

Goals we directly affect







Goals we indirectly affect



Sustainable development goals (SDGs)

Our most relevant SDGs

Programs and our contribution	Targets	Progress 2021	Pillars
 <p>Health and well-being are critical to the success of our organization. We are committed to fostering an environment where members thrive personally and professionally. We share this same commitment for the communities in which we live and work. We put our expertise to work for the well-being of our communities.</p>	Overall member satisfaction 8.5/10	Overall member satisfaction 8.58/10	People Communities
 <p>In line with our diversity, equity, and inclusion commitment, we internally support the professional development of our members while taking steps to ensure equal opportunity for all. Within our communities, we are focused on inspiring and educating as many people as possible, including those currently underrepresented in the IT field. Our goal is to improve technical and business literacy through local mentoring programs and partnerships with clients, local schools, and universities.</p>	Number of participants in our educational programs exceeds number of CGI members	Number of STEM ¹ and Educational programs delivered: 460 Number of STEM and Educational programs beneficiaries: more than 100,000	People Communities
 <p>We are committed to fostering a diverse and inclusive workplace.</p>	Achieve the same level of diversity representation at the leadership levels as the company as a whole by 2025	Percentage of women: 33.4% Percentage of women on leadership team: 26.1%	People
 <p>We play a role in helping to reduce digital gaps and expand access to an equitable education for individuals in IT. We want to ensure that all individuals and communities, including the most disadvantaged, have access to and use of technologies and have the technological capacity to participate in and enjoy the benefits of our society, democracy, and economy.</p>	100% of business units implementing pro bono projects by 2026	55% of business units implementing pro bono projects Hours of participation in pro bono and volunteering activities: 48,220	Communities

¹ STEM: science, technology, engineering and math

Sustainable development goals (SDGs)

Our most relevant SDGs

Programs and our contribution	Targets	Progress 2021	Pillars
 <p>We promote sustainable procurement practices internally and improve management of waste and energy in our offices and data centers.</p>	<p>70% of significant suppliers assessed on environmental and social criteria by 2025</p>	<p>Percentage of significant suppliers assessed on environmental and social criteria: 51%</p>	<p>Climate People Communities</p>
 <p>We have committed to net-zero carbon emissions by 2030. We also support our clients' path to net zero by sharing our solutions.</p>	<p>Net-zero by 2030 100% of data center electricity from renewable sources by 2023</p>	<p>Total CO₂ reduction in 2021 70% since 2014 69% of data center electricity from renewable sources</p>	<p>Climate</p>
 <p>We are revitalizing our global partnership for sustainable development.</p>	<p>Expand partnerships with our clients in both the public and private sectors and other stakeholders in our communities</p>	<p>Improved access to technology education and mentoring for students of all ages with new strategic partners like NITI Aayog's Atal Innovation Mission in India, Business2Schools and Avado Fast Futures in the UK, and Ryerson Career Builder Program in Canada</p>	<p>People Communities Climate</p>

CSR governance

Several internal groups provide guidance and set objectives:

- The board of directors oversees the formulation of our long-term strategic, financial, and organizational goals.
- The Executive Vice-President and Chief Financial Officer leads our CSR executive steering committee, made up of executive-level representatives from our Strategic Business Units and corporate functions. The Committee Chair communicates all CSR initiatives and strategies with CGI's Executive Committee.
- The CSR Global Network meets biweekly and collaborates on the overall strategy and actions needed to meet it.
- Working groups, made up of members of the CSR Global Network, participants from business units, and internal stakeholders, meet monthly to develop and implement our CSR priorities.

<p>Board of directors George D. Schindler President and Chief Executive Officer</p>		
<p>CSR executive steering committee Chair: François Boulanger Executive Vice-President and Chief Financial Officer</p>		<p>CSR Global Network Sébastien Barangé Vice-President, Social Responsibility and Sustainability</p> <p>Asia Pacific</p> <p>Canada</p> <p>Central and Eastern Europe</p> <p>CGI Corporate services</p> <p>CGI Federal</p> <p>Finland, Poland, and Baltics</p> <p>Scandinavia</p> <p>United Kingdom and Australia</p> <p>United States</p> <p>Western and Southern Europe</p>
<p>Julie Godin Co-chair of the Board, Executive Strategic Planning and Corporate Development</p> <p>John Karnblad President Scandinavia</p> <p>Bernard Mongilio Senior Vice-President, U.S. Commercial & State Government Communities Priority Sponsor</p> <p>Srividya Nataraj Vice-President Asia Pacific</p> <p>Chadi Habib Senior Vice-President, Global Marketing and Communications</p> <p>Kevin Linder Senior Vice-President Finance – Treasury Procurement and Real Estate</p>	<p>Dirk de Groot Senior Vice-President Central and Eastern Europe</p> <p>Tara McGeehan President United Kingdom and Australia</p> <p>Stuart Forman Senior Vice-President Canada</p> <p>Benoit Dubé Executive Vice-President, Legal and Economic Affairs, and Corporate Secretary</p> <p>Bernard Labelle Executive Vice-President and Chief Human Resources Officer</p> <p>Michael Herron Senior Vice-President United Kingdom and Australia Climate Priority Sponsor</p>	

Our Dream

To create an environment in which we enjoy working together and, as owners, contribute to building a company we can be proud of.

An interview with François Boulanger

Executive Vice-President & Chief Financial Officer
Chair of the CSR executive steering committee

Why is corporate social responsibility (CSR) a priority for CGI?

If you read CGI's dream carefully, you will understand that as early as 1976, corporate responsibility was an integral part of the business model, even if we didn't use the terms CSR or ESG at the time.

To be proud of our company is to see every day that we behave responsibly in everything we do — that all members and leaders act with a high degree of professionalism to help their clients, that they act ethically, that all our relationships are conducted with respect, and that we also act to ensure the economic, social, and environmental development of the communities in which we live.

“Enjoy working together” is another important part of the dream. It ensures that everyone is allowed to express their full potential, so they know that they will be respected and can be who they are in life and at work. By building on respect, equity, and inclusion, we ensure that people of all diversities find their full place within our company. At CGI, careers in technology are accessible to all and represent exciting opportunities to young people, regardless of their background.

What is the role of the Executive Steering Committee in our CSR strategy?

Our CSR executive steering committee includes global representatives from each Strategic Business Unit. Monthly meetings are an opportunity for our leaders to share their local priorities and initiatives for CSR.



François Boulanger

An interview with François Boulanger

We often find that these local initiatives can be rolled out across all our operations, and with support from the committee and our CEO, we fully integrate them into the company's global strategy. This process allows us to amplify our impact around the world, and it grows and improves exponentially as all members become engaged in our CSR efforts.

How is CGI reporting CSR and measuring performance?

Every day, we help our clients build their business strategies and achieve tangible results based on insights, industry knowledge, and quality data. We take the same approach with our own commitments to social and environmental responsibility.

We have set our greenhouse gas reduction targets based on a comprehensive analysis of emissions from our offices, data centers, and business travel. We developed detailed plans, reviewed by the Executive Steering Committee, which then enabled us to publicly announce in January 2021 our commitment to net-zero carbon by 2030. Our social responsibility indicators are fully integrated into our strategic business data, and we review their progress in order to take corrective action if necessary.

As for accountability, we believe that *what gets measured, and related results made visible, gets done*. Therefore, our commitments, our quantified targets, and our progress are shared transparently with all our stakeholders and publicly through the publication of our annual CSR report.

“As for accountability, we believe that ‘what gets measured gets done.’ Therefore, our commitments, our quantified targets, and our progress are shared transparently with all our stakeholders and publicly through the publication of our annual CSR report.”

People

At CGI, we are dedicated to supporting people within the communities where we live and work, and throughout society. We strive to share our passion and expertise with everyone, especially people who are traditionally underrepresented in technology fields. With an approach that inspires, engages, and empowers, we are cultivating an environment at CGI that celebrates differences, fosters belonging, and accurately reflects the world around us.



People strategic priority

We champion digital inclusion for all, taking actions locally to improve access to technology and business education and mentoring in order to ensure everyone can be successful in a digital society as citizens or IT professionals.

An interview with Jean-Bernard Rodriguez

Senior Vice-President, France, Grand Sud Business Unit Leader,
Executive sponsor of the People priority

Why do we strive to provide opportunities to anyone with an interest in digital?

The more we encourage people to pursue digital skills, the more we are prepared for the future, both as a company and as a society. It goes beyond skillsets. It's about creating an equitable environment at CGI, helping our communities and opening up opportunities within the digital world.

As an inclusive company, we enable and empower everyone, without barriers, and that is reflected in our commitment to diversity, equity, and inclusion. We have to prepare for it, create opportunities, focus on STEM (science, technology, engineering, and mathematics), partner with external organizations and schools, and find new ways to innovate and drive change.

We understand the need to engage with people who might not otherwise consider a career with digital skills. By providing insight into the digital world and showing them the opportunities it provides, we can help them realize how a career in technology can benefit them as individuals and their broader communities.

We strive to be stronger, more innovative, and more connected to each other, to our clients, and to society. For these reasons, we will continue to focus on these initiatives to achieve our long-term goals.

How do we take care of our members?

CGI can only succeed when our members succeed, which means it is critical that we promote and support their health and enable them to thrive personally and professionally. To do this, we invest in initiatives that support diversity and inclusion, well-being, and career growth.



Jean-Bernard Rodriguez

An interview with Jean-Bernard Rodriguez

It starts with respect and recognizing that each of our members adds unique value to CGI. Our unwavering commitment to fostering a diverse culture is supported by our Respectful Workplace Policy, including our non-discrimination and anti-harassment statements.

When it comes to protecting the health and well-being of our members, the pandemic created unique challenges. In 2021, we increased our focus and commitment to developing innovative new ways to take care of each other. As part of our Member Assistance Program, our Oxygen Portal provides resources for physical, mental, and social well-being, as well as tools to promote a safe and healthy work environment.

All members also have access to tools and resources for learning and enrichment and are empowered to develop their skills based on both personal career aspirations and business needs. Unlocking these opportunities for growth is a critical part of achieving the CGI dream.

Most importantly, we want our members to be who they are. That means promoting a sense of belonging, celebrating differences, and creating connections. There is power in that. Fostering belonging and connection makes us stronger and more effective.

What are our commitments around these topics?

Our leaders and our members at all levels are embodying our commitments by volunteering their time to make a difference in our communities, and by helping each other drive change in the workplace.

As an organization, we have a goal to achieve the same diversity representation at the executive level that we have across CGI. In my business unit, I'm really proud to have 50% women and 50% men among leaders in my steering committee.

I strive to have a balanced scorecard on diversity KPIs and to follow them the same way we follow our business KPIs, tracking results so we can continuously improve. Getting diverse ideas, backgrounds, experiences, and styles of working is what drives innovation. For the health of our company and the benefit of society, we will continue encouraging and celebrating our differences.

“We have a goal to achieve the same diversity representation at all leadership levels that we have across CGI.”

Highlights

Surpassed our target* to reach a number of participants in our educational programs that exceeds the number of CGI members.

3-year target: Achieve the same level of diversity representation at the leadership levels as the company as a whole.

Measuring success

* 111,692

Beneficiaries of our educational programs

45

Number of voluntary member resource groups

8.58/10

Overall member satisfaction

380k+

Learning courses completed

460

Educational programs

33%

Representation of SBU** Presidents who are women



STEM Camp — Canada

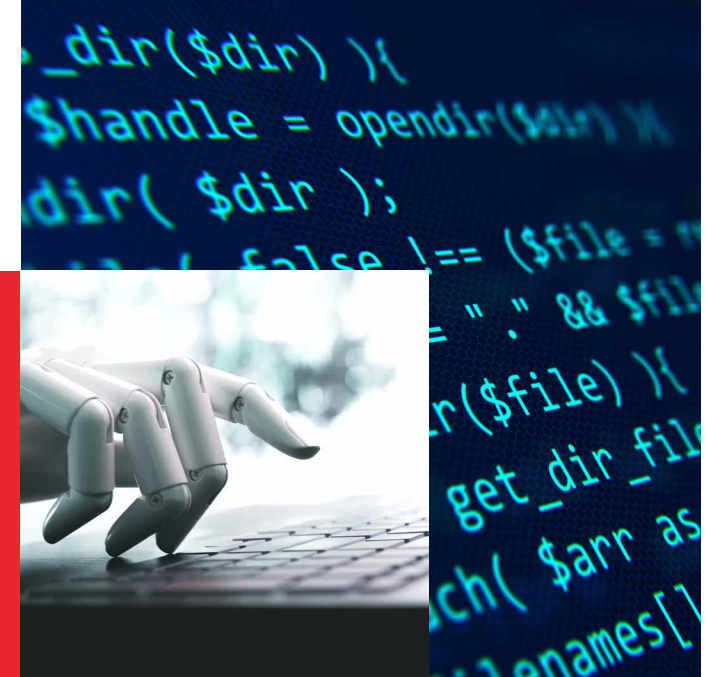
** CGI is comprised of 9 Strategic Business Units (SBU), each with a president who reports directly to the company's CEO.

Unlocking digital opportunities

At CGI, we believe a more diverse, equitable, and inclusive professional community drives value and innovation. We welcome a broad and diverse membership and invest in attracting new talent from communities currently underrepresented in IT. In addition, we are championing digital inclusion for students of all ages by improving access to technology education, mentoring, and reducing inequities by preparing students to succeed in a digital society.

Both as a company and as individual members, we have a network of meaningful relationships that we are using to drive positive change. We put programs and partnerships in place to create opportunities that can be adapted for different geographies, and our proximity model enables us to target specific underrepresented groups within each location. With support from our clients and members, we can maximize the long-term impact of our efforts.

As an IT services company in a rapidly evolving world, we have a unique opportunity to make a significant positive impact on the communities where we live and work by sharing our core expertise. By helping people develop new digital skills, we are preparing current and future generations for the challenges of tomorrow.



Unlocking digital opportunities

Inspire

The road to attracting new and diverse talent to increase gender and racial equity in tech careers begins with inspiring young people, fueling a passion for technology, and cultivating an interest in shaping the digital future. One way we do this is by hosting educational programs across our global operations. We organize in-person and virtual activities at schools, colleges, and universities where we share our knowledge and expertise with students.

STEM@CGI

In collaboration with our partners, STEM@CGI introduces young people to science, technology, engineering, and math.

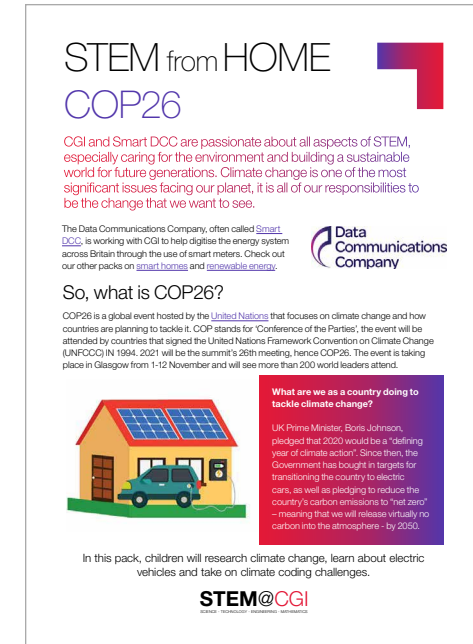
- We use a global, bottom-up program with shared best practices that we can duplicate and adapt for any geography.
- We encourage creativity and inspire out-of-the-box ideas to resolve problems.
- We enable and train our members to deliver our curriculum using their unique individual knowledge and skills.
- We develop partnerships with educational institutes, community organizations, clients, and internal CGI partners.

Our partnerships are key to the success of STEM@CGI. Internally, every CGI member has something to contribute, from finance to cybersecurity and beyond. By highlighting our many specialties and initiatives, we are able to demonstrate to students the broad range of opportunities available to them.

Externally, community partners connect us with the students they serve, and we work with our clients to magnify our efforts. For example, in 2021, CGI Federal in the U.S. developed a camp with Regions Bank that included a coding course, a financial literacy course, and a career panel. The camp reached more than 200 Birmingham City School students.

STEM camps are the flagship program of STEM@CGI. They provide fun, hands-on experiences that inspire students to explore subjects like coding, computer building, design thinking, adaptive learning, data analytics, robotics, business consulting, smart cities, and more. The camps are conducted by CGI members across our operations, engaging hundreds of CGI volunteers.

Since launching **STEM@CGI At Home** in 2020, our professionals have developed 120 unique activity packs to help parents, teachers, and caretakers meet the challenges of remote and hybrid learning. Encompassing all aspects of STEM, including coding, robotics, and environmental sustainability, these packs also present broader themes around key issues affecting our planet, worldwide cultures, and healthy living. To date, more than 14,000 packs have been downloaded.



Unlocking digital opportunities

FINLAND AND ESTONIA

Building cybersecurity skills through gamification

Teaching children internet safety has become increasingly important to our communities. To really connect with kids, our professionals in Finland and Estonia developed Spoofy, a fun, free game that turns children into cybersecurity heroes who help solve puzzles. Through the game, children, parents, and teachers learn the importance of cybersecurity as well as basic skills related to passwords, privacy, and internet usage.

[+ Learn more](#)

INDIA

STEM innovation

We partnered with NITI Aayog, a government policy think tank, to support Atal Innovation Mission (AIM), an educational program with a mission to help develop, inspire, and empower 1 million young innovators in India. CGI adopted 100 schools across Bangalore, Chennai, Hyderabad, and Mumbai to provide Atal Tinkering Laboratories (ATLs), innovation workspaces where students as young as 12 can access technology kits and IT equipment.

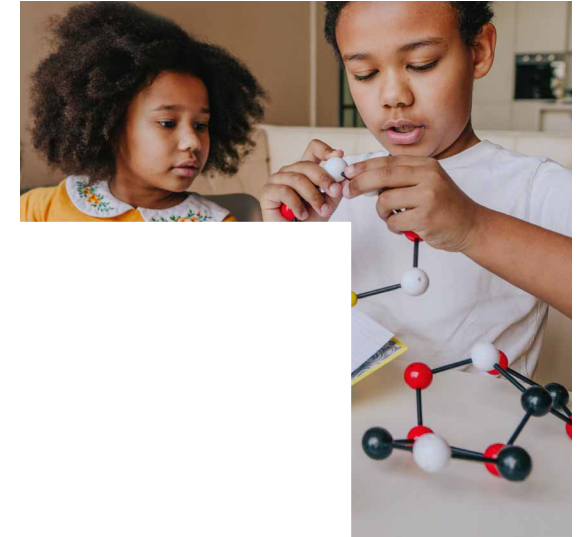
[+ Learn more](#)

GLOBAL

Sponsorship of Teach For All at Sibos

Sibos is the world's premier financial services event. In 2021, we sponsored the event's official charity, Teach For All. Teach For All is a partnership of 60 independent organizations that recruit and develop promising future leaders to teach in their nation's under-resourced schools and communities. Through teacher fellowships, the global network helps to mentor and support teachers to stay in the profession. The Teach For All network now reaches more than 1.1 million students with 15,000 teachers in 60 countries and 80,000 alumni affecting change worldwide.

[+ Learn more](#)



Unlocking digital opportunities

Engage

When we inspire people to explore the possibilities of technology, we need to give them the access and opportunities they need to engage. We partner with affinity groups, schools, universities, and other educational organizations to provide information, workshops, sponsorships and scholarships, mentorship programs, internships, and jobs. As students and young professionals discover CGI and the work we do, we help connect them to opportunities that can launch their careers. Developing relationships in underrepresented communities early on also helps us build a more diverse workforce.

Representative initiatives

Develop digital skills — Scotland

In support of digital education across Scotland, we have partnered with the award-winning learning technology company Aspire 2Be. With a focus on both teachers and students, Aspire 2Be aims to develop digital skills and improve access to technology throughout schools and educational facilities. Additionally, our members in Scotland have partnered with the Digital Xtra Fund, a non-profit that provides grants to help young people learn digital skills through extracurricular activities.

Diversity, equity, and inclusion — U.S.

- We are a silver-level sponsor for the Diversity Recruitment Sponsorship (DRS) program at Virginia Tech University, which provides employers more engagement opportunities with underrepresented and underserved student populations. Our participating members serve as 1:1 mentors for students.
- We are a committed Diversity Liaison Sponsor at the University of Virginia (UVA). This program is designed to support the UVA Career Center Student Diversity Liaison workers who help lead the school's diversity outreach and programming.

- At George Mason University, we served as a platinum-level sponsor for their Society of Women Engineers student group.
- We sponsored the NACE¹ and INROADS² Historically Black Colleges and Universities (HBCU) Summit in February 2021. The summit brought together leaders from HBCUs, talent acquisition, and partner organizations to share employer relations and recruiting insights, driving sustainable and scalable partnerships with employers committed to diversity.
- Alabama A&M University's Industry and Government Cluster (IGC) forges partnerships with employers across multiple industries and sectors, serving as change agents to enable underrepresented student success in the ever-changing global workplace. As an active member of Alabama A&M's IGC, CGI assists with strengthening academic programs to help ensure that all AAMU students are prepared to meet industry needs and support the University's commitment to recruitment, retention, and graduation through the provision of co-ops, internships, part-time jobs, career opportunities, and additional resources.

¹ NACE: National Association of Colleges and Employers

² INROADS is a non-profit organization that creates pathways to careers for ethnically diverse high school and college students across the country

Unlocking digital opportunities

- CGI serves on the Industry Advisory Board of UCLA's Center for Excellence in Engineering and Diversity (CEED). CEED has been working with a community of partners to ensure equity and parity in the K-20 pathways that lead to engineering and computing degrees. CEED is committed to increasing the number of students from underrepresented communities in engineering schools and in the high-tech workforce.
- CGI is partnering with the University of Hartford to establish the CGI Diversity Scholarship for students in the computer engineering, computer science, data analytics, and data science programs of study. The scholarship reflects our vision to create opportunities for Hartford's next generation of technology professionals and is part of our commitment to enhance and increase racial and gender equity, diversity, and inclusion in academia and the technology workforce.
- We provide equal opportunities to computing students, through the CGI Empowerment Scholarship, which benefits incoming freshman and students from underserved communities who may have experienced educational disparities. Our goal is to increase diversity within the student population and support students who want to remain in the Mobile, Alabama area to make a positive impact on their local community.

Partner to advance racial equity

In addition to STEM efforts and partnership with HBCU's, CGI's Black Member Alliance (BMA) in the U.S. prioritizes engagement and collaboration to advance racial equity among CGI's workforce — focusing on internal education, mentoring and networking, monitoring and accountability, and partnerships in our communities. In partnership with BMA, CGI contributes to advancing and supporting the pipeline of African American professionals in tech careers.

CGI board member Kathy N. Waller, named one of the Most Influential Black Corporate Directors by Savoy Magazine in its Fall 2021 issue, has been instrumental in steering our strategy. Her visionary leadership has shaped the ways we serve our clients, empower our consultants, and sustain growth for our shareholders.

[+ Learn more](#)



CGI board member Kathy N. Waller named one of the Most Influential Black Corporate Directors by Savoy Magazine



Unlocking digital opportunities

Canadian mentorship initiatives

- The Ryerson Career Builder Program is a 3-month transformative program designed to support students from equity-seeking groups. In 2021, we matched 15 CGI mentors with 15 mentees to create pathways that allow mentees to thrive in their careers.
- We partnered with MentorCliq, a software solution that specializes in employee mentoring programs, to launch our own mentoring program in September 2021.

Giving young professionals a head start and new candidates equality

Our early career programs give young members the basics to ease into CGI and accelerate their careers. Alongside their peers, they are welcomed by our members and immersed in our core values, culture, and client engagement approach.

- **UK:** We are proud to work with Aston University, Edinburgh Napier University, Glasgow Caledonian University and the University of Winchester to deliver our Graduate/Degree Apprenticeship Programs.
- **Finland:** The Future Talent Program offers hundreds of “traineeships” each year for a duration of 4–5 months.

- **France:** We offer intensive development programs to new university graduates and individuals with a firm grasp on IT, helping them hone and develop the skills needed to succeed.
- **Czech Republic:** We host intensive 5-month IT training boot camps, where graduates are offered full-time jobs with CGI when the camp is completed.

Additionally, our intern programs offer students real-world technical and business consulting experience. They can put their degrees to work by making a direct impact on a broad range of projects and co-creating solutions with clients.

Highlights

- We hire 400–600 engineering graduates from the Asia-Pacific region each year. Our initiatives include a robust, innovative, impactful graduate transition program that is also a Brandon Hall Gold winner.
- Our intern program in Morocco offers valuable technical and managerial experience, with many participants accepting permanent positions after the program finishes.

Fair recruitment

Finally, our fair recruitment initiatives help us ensure that we are living our values as true champions of diversity and innovation.

- We actively train our leaders to avoid unconscious bias as a way to support broader diversity and inclusion in our recruitment process. Developed by the Global Talent Acquisition Center of Excellence in collaboration with the Talent Acquisition Leaders teams, the program educates all managers and provides training materials in the internal Recruitment for Excellence Resource Center by country.
- Thanks to our proximity model, we can partner with local organizations to recruit underserved segments of the population in the communities where we work. These partnerships allow us to support diversity, equity, and inclusion while focusing on the needs of our clients and our communities.

Strategic partnerships in Canada

- Through our partnership with NPower, which provides training to diverse candidates with an interest in IT, CGI members share expertise and insights, and have hired several program participants.
- We participate in career fairs and information sessions with Acces and Talent Beyond Boundaries—organizations that help international job seekers new to Canada.
- We work with JEDI to connect our talent acquisitions partners with Indigenous communities across Canada.

Unlocking digital opportunities

U.S.

Empowering young people for successful STEM careers

P-TECH is a global education model that offers students opportunities to develop skills and competencies that put them on the path to competitive careers. In 2019, our New York office teamed with P-Tech to help students from underserved communities explore careers in STEM fields.

Our team mentors P-TECH participants for 4–6 years, giving students real-world corporate experience by shadowing our consultants and senior consultants during the summer, attending internal meetings, and signing up for a paid internship when they turn 18.

We also recently partnered with Skillsoft to provide additional support to P-TECH students in New Brunswick, New Jersey through no-cost access to a tailored bilingual learning platform.

Since joining the P-TECH program, we have supported 112 students from diverse backgrounds. We hope these students eventually join CGI and become the leaders of tomorrow.

[+ Learn more](#)



GERMANY

Supporting refugees at the ReDI School

The ReDI School of Digital Integration in Germany was founded in 2016 to bring more people into technology fields. For several years, CGI Munich has been working closely with the ReDI School to support refugees and people from underprivileged groups by introducing them to IT. Our contributions include curriculum vitae coaching, laptop donations, support for hackathons, and offering training courses. Most recently, we opened free courses in cybersecurity and scrum for ReDI students and are funding their certifications to help them get jobs in the IT industry.

[+ Learn more](#)

FRANCE AND MOROCCO

Creating digital opportunities with U'DEV

Since 2017, our developer school U'DEV has provided digital learning opportunities to people undergoing professional retraining, people who are unemployed, financially underprivileged young people, and people with disabilities. To date, more than 500 students have participated in U'DEV, with more than 300 of those hired for roles at CGI.

In response to new challenges presented by the COVID-19 pandemic, we made U'DEV even more agile and interactive in 2021. The school is now 100% remote, giving access to students in every geography.

Empower

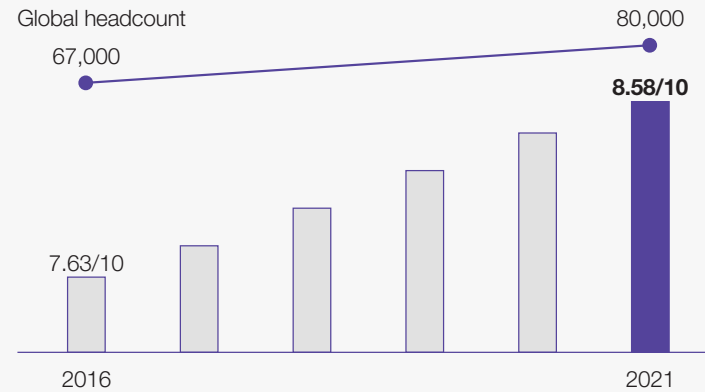
CGI is a global company of owners who shape the direction of their company and their own careers (85% of our professionals are shareholders). We recognize each CGI member bringing their whole selves to work and respect who they are, both inside and outside of CGI. Working together as a collective of individuals, we achieve greater results for our clients, enhance the lives of our colleagues, and improve the communities we call home.

Giving our members a voice

One of the defining elements of our Management Foundation is our Member Partnership Management Framework (MPMF), which outlines how we operate, measure our performance, and engage with our members. Everything in our MPMF and the broader Management Foundation is centered around inclusivity, transparency, fostering a feeling of belonging, creating connections, and celebrating our differences.

We continually measure the satisfaction of our members through the Member Satisfaction Assessment Program (MSAP) and seek their input on our strategies through the Voice of Our Members (VOM) program. These programs create meaningful dialogues, support our future action plans, and strengthen the relationships between our members and leaders.

Employee satisfaction scores



Empower

Authenticity, respect, and a culture of belonging

Ensuring that our members feel respected and comfortable being their authentic selves at work is essential to our commitment to a safe and empowering environment for all members. Our Respectful Workplace policy includes anti-harassment and anti-discrimination policies, and we cultivate a work environment where all individuals are treated with respect and dignity. We proudly extend this commitment to all of our stakeholders, partners, and third parties.

Creating a culture of belonging isn't just the right thing to do, it's the smart thing to do. It empowers us to innovate, build deeper connections with our clients, communities and colleagues, and become an even better CGI. We are grounded in our core value of respect, and this helps ensure that all our different backgrounds, origins, orientations, and thoughts are celebrated and respected.

Diversity, equity, and inclusion (DE&I) goals are not one-size-fits-all. Beyond our targets that help us quantify our diversity representation, we are focused on every piece of progress we make as an organization to create a workplace that is inclusive, equitable, and fair.

Our metro model strengthens our community outreach and advances DE&I at the local level, which helps ensure that our programs resonate with our members and contribute to the positive change we want to see in the world around us.

Member resource groups

Supporting our members' growth and aspirations and helping ensure that they have a voice in the decisions we make are important parts of advancing the critical work we do. Member resource groups are member-created and member-driven groups committed to providing a strong sense of community, to create new connections, to grow and develop, and to enable progress towards a more inclusive culture at CGI. Our 45 groups across the globe create a safe space for members who share a common bond, and are enthusiastic about encouraging and supporting others. These groups are inclusive and open to anyone and help to supplement an engaging and fulfilling work experience.



Empower

- The Women of CGI member resource group's mission is to support the overall success and growth of members who identify as women in our organisation. Through collaboration with the local networks, external partnerships and DE&I advocates, the WCC has established numerous events and programs. Last year the Women of CGI Canada networks' focus was on promoting discussions on accelerating women into leadership, the impact of the pandemic on women, domestic violence, and getting ahead in the workplace.
- Member resource groups are also available to represent and empower members from all ethnic and minority backgrounds. These member-led groups encourage open and honest conversations across the organisation to fulfil a commitment to change, provide peer-to-peer support for ethnic and minority members and allies, and organize cultural and educational activities that increase awareness and discussions around ethnic diversity and inclusion.
- 'Coming out' can be an extremely liberating and equally intimidating experience for members of the LGBTQ+ community. In fact, 'Coming out' doesn't just happen once, especially in the workplace. During virtual panels set up by our LGBTQ+ groups, CGI members and community experts shared their personal experiences around 'coming out' and thoughts on the importance of allyship to the LGBTQ+ community.

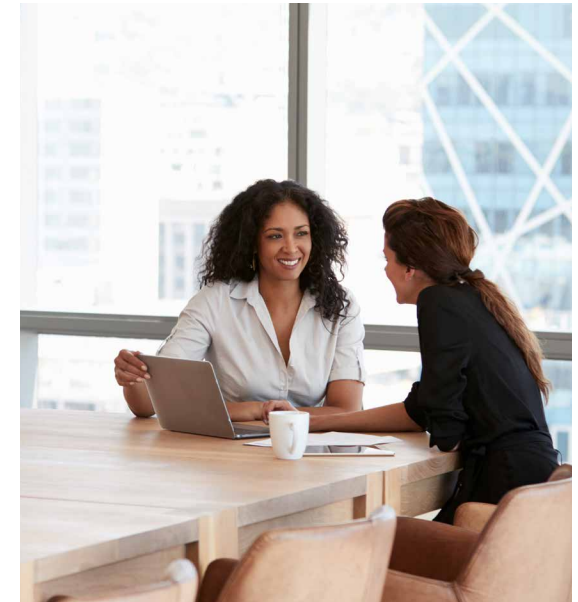
FRANCE AND CANADA

Empowering women at CGI with the Ambition Challenge program

As part of the CGI commitment to gender equity and talent enablement, we offer the Ambition Challenge program to women members in France and Canada at the manager level and above. With the goal of nurturing leadership potential, expanding networks, and developing careers, this training program combines inspiration and action through reflections, workshops, challenges, and introspection.

The program launched in Canada in 2017 and has graduated 62 participants so far. Ambition Challenge came to France in 2019 and currently has almost 70 managers and directors participating in its fourth cohort.

[+ Learn more](#)



Empower

FRANCE

Supporting members with cognitive impairments

In France, the Atypique@CGI program is offered to members with autism spectrum disorders (ASD) and attention deficit disorder with or without hyperactivity (ADD/ADHD). We offer free and anonymous cognitive assessments to all members, expediting access to diagnoses. After the disorder is identified, our disability policies provide support and accommodations to facilitate daily life, reduce fatigue, improve professional communication, and increase individual and collective performance.

[+ Learn more](#)



PHILIPPINES

Celebrating pride

This year, our Philippines Global Delivery Center (PGDC) organized a series of Pride activities, inviting its members in the LGBTQ+ community to share positive stories to raise awareness of equity and equality in the workplace. Topics included coming out, gender equality, community support, and the importance of a diverse talent pool for innovation and creativity. They also participated as panelists in Pride Talk, a talk show highlighting LGBTQ+ stories, challenges, and goals.

For the second consecutive year, our operations in the Philippines received the Circle of Excellence award for “Diversity Company of the Year” by the Asia CEO Awards.

[+ Learn more](#)



Empower

Supporting the health and well-being of our members

To empower members to achieve success and ensure that they can thrive, we must always prioritize the health and well-being of every one of our members and their families. CGI continuously drives initiatives and provides services to support physical, mental, and social health.

CGI's Oxygen program

We have branded our health and well-being center of expertise as Oxygen. Designed to support and enhance our members' health and well-being experience, it includes our comprehensive Member Assistance Program, the interactive Oxygen Portal, online learning channels, monthly educational newsletters, our internal Mental Health Champions network, and a number of global, regional, and local initiatives.

We understand that needs vary among people, which is why Oxygen equips CGI leaders to detect and manage unique early warning signs of physical and mental health challenges. Backed by a global multidisciplinary team of experts, Oxygen allows for a local and holistic approach.

Looking ahead, we will continue to maintain health and well-being as a top priority. We take every measure to embed health and well-being best practices into our processes, environment, and initiatives. By providing resources that cover our members' needs and strengthen the connection between

members and leaders, we will continue creating a work environment in which everyone feels safe to be themselves.

A safe work environment

We are committed to providing all our members with a safe work environment, as well as proper equipment and training.

We identify and assess health and safety risks through our annual assessment of Enterprise Risks and our annual Member Satisfaction Assessment Program survey. We also encourage members to report safety incidents and threats.

Health and safety are governed at a global level with requirements at the local level for every CGI geography, specific to applicable regulations and standards.

- (Global) Safety policy: Covers all internal and external threats and all members, sub-contractors, clients, and visitors of our sites. We want to prevent and properly manage incidents that may occur to minimize injuries and other forms of loss.
- (Global) Facility physical security policy: Establishes baseline physical security requirements that deter, detect, delay, and

minimize the impact of undesirable events that may threaten members, visitors, information, physical assets, and/or continuity of operations. The policies, which establish the minimum physical controls required for CGI sites based on ISO 27001, include the following standards: fire life safety standard, physical security operating standard, and data center physical security standard.

- Our health and safety policies are also managed locally and governed by each Strategic Business Unit. Additional local regulations and standards are followed wherever applicable.
- Our UK and Australia Strategic Business Unit's successful ISO 45001:2018 recertification has been extended for another year. In 2021, occupational health and safety steps were taken to maintain ISO 45001, promote a positive occupational safety culture, identify and mitigate risk, offer competency training, and provide appropriate PPE.

Impact of the COVID-19 pandemic

In the early days of the pandemic, we provided the support for our members to work safely from home. We also helped them meet the challenges of remote work and the anxiety caused by this unprecedented event. This help included promoting tools to maintain mental balance and address physical health problems resulting from reduced activity and potentially reduced ergonomics.

Empower

In cases where it has been determined to be safe and necessary to return to CGI offices, we have taken special measures to ensure that our members are appropriately protected. All our offices provide masks and hand sanitizer, deep cleaning of shared spaces and communicate strategies to stop the spread of the COVID-19 virus. We have also implemented online seating processes and redesigned spaces to accommodate social distancing, set capacity limitations.

- Our UK and Australia Strategic Business Unit designed, developed, and deployed thermal imaging cameras at the four largest sites to identify members with a high body temperature. This process prevents potential COVID-19-infected people from entering these CGI sites.
- Our Canada and APAC offices have established programs to facilitate more of our members and their families to get vaccinated against the COVID-19 virus.

Our commitment to mental health

CGI initiatives have been crucial in caring for our members facing mental health challenges related to the pandemic. But our commitment to mental health is not new, and it is embedded in our Management Foundation.

To actively confront emerging concerns related to the health and well-being of our members, we have adopted a preventive approach.

Achievements

- In 2021, our leadership team integrated health and well-being as a central part of the CGI agenda in multiple leadership forums.
- In alignment with our mental health awareness issues, we contributed financial support to a number of local charities specializing in mental health.
- Throughout the year, we held trainings and events in support of member needs related to the pandemic.
- Our Well-being Around the World global awareness campaign allowed our members to share their health and well-being stories internally and on social media to inspire others and break stigmas.
- Our members visited CGI Academia's Health & Wellness library a total of 99,239 times in 2021, and the "How to take care of your mental health" channel was the most visited across all topics.

Staying connected

At CGI, our culture of trust is built on strong meaningful connections with and between our members. Our Member Partnership Management Framework ensures that every aspect of the member experience is grounded in open communication and fosters ongoing dialogue at all levels of our organization.

The CGI Annual Tour is our premier member event. Kicking off each fiscal year, this event offers members visibility into our performance and priorities and provides an opportunity to engage in CGI planning and business strategies.

Even while working from home, we continue to strengthen our connections in the following ways:

- We encourage our members to unite for a common goal and to create lasting bonds through team-building exercises.
- We have initiated new discussion panels on topics like DE&I and mental health.
- We have created targeted leadership development programs focused on the heightened role of leaders during such challenging times for their members.
- We support member connections through CGI Academia, dedicated Teams groups, and other internal tools.

Empower

GLOBAL

Peer-to-peer support

The CGI Mental Health Champions network encourages a culture of openness around mental health. The network consists of volunteers across our global operations who are trained to support their colleagues by initiating caring conversations and guiding them to the appropriate resources.

From 2020 to 2021 the network grew from 300 mental health champions in one country to nearly 500 in eight countries, and we continue to expand across geographies.

[+ Learn more](#)

GLOBAL

Putting people first

With the COVID-19 pandemic, we recognized the need to enhance leaders' ability to engage, connect, and assist individual members. Our Global Pandemic Response Plan embedded member well-being topics in our Crisis Response & Management, including psychological safety, social distancing, and personal protection strategies.

- We empowered people to protect themselves and their families by developing new health and well-being channels on our global learning platform and by creating a COVID-19 pandemic hub that features webinars, virtual workouts, and other exclusive resources.
- We conducted virtual trainings, workshops, and listening sessions.



Empower

A culture of intrapreneurship

We strive to create a challenging, enjoyable, and rewarding work environment that promotes the professional growth of our members and ensures their satisfaction. Among the values that contribute to our culture at CGI, we recognize intrapreneurship and sharing as especially important to our collective success moving forward. This means prioritizing empowerment, teamwork, and innovation — qualities that will help us capture great new opportunities around the world.

Intrapreneurship is the cornerstone of our ownership culture and is put into practice by our unique ownership programs, including our Share Purchase Plan, Profit Participation Plan, and Long-Term Incentive Program.

Our compensation and benefits packages are adapted to each country's laws and regulations, and are designed to provide our members with financial security and protect their health and well-being.

In early June of each year, the CGI Leadership Conference brings together over 1,000 CGI leaders worldwide to discuss our strategic directions and priorities. The conference is structured to address insights from our key stakeholders, including information from the Voice of Our Members, Voice of Our Clients, and Voice of Our Shareholders programs.

Recruitment

Recruitment is crucial to our organic growth, and we encourage all members to take an active role. There is no better way for a prospective candidate to understand the career opportunities offered by CGI than to talk to our current members. They know what it takes to succeed at CGI and understand our culture, putting them in a unique position to identify and recommend qualified talent within their networks.

Onboarding

Welcoming new members is a critical step in creating a stimulating and rewarding work environment. To facilitate a positive experience, we ease and accelerate our onboarding process to prepare our new members for success, placing extra importance on meeting the challenges of remote work. Our attention to

culture, both globally and locally, ensures alignment on our broad objectives while fostering diversity and inclusion. We also offer an orientation and integration process to all new members with a mentoring system that guides our recruits through the technical and operational aspects of working at CGI.

Performance management and career development

Through continuous dialogue and professional development, we create pathways to allow each of our members to thrive in their career. Performance management and career planning are key pillars of our Member Partnership Management Framework. As such, CGI provides opportunities for members and leaders to ensure ongoing feedback and coaching, recognize and reward achievements, discuss developmental areas and aspirations, set clear expectations, follow up on performance objectives, and develop a trusting relationship.

Empower

Learning and development

At CGI, we encourage and support our professionals to continually grow their skills. Our open culture and collaborative work environment offers all members the freedom to explore, innovate, and make decisions when it comes to building their careers.

We invest in comprehensive learning and development programs to ensure that our members can respond to our clients' evolving digital needs. Through our partnership agreements and CGI Academia, members are provided access to the latest and best learning opportunities, including exam preparation for the target certifications needed to grow our business.

- The CGI Academia library of bootcamps and curated learning journeys has grown by 75% in response to member demand and changing roles. These intensive blended programs have helped our members advance their development and transition to these new and emerging roles.
- We are dedicated to increasing the number of members completing certifications with our global strategic partners: AWS, Automation Anywhere, BluePrism, Google, Microsoft, Salesforce, SAP, ServiceNow, and UiPath. We plan to have over 8,500 certifications next year.

FINLAND

Free and flexible learning

CGI launched a program with Karelia University of Applied Sciences that offers our members tailored study plans. The program has received an enthusiastic response from members across our Finland operations, and enrollment has already begun across our 18 offices there. Tuition is free and lessons are conducted remotely, giving our professionals the flexibility to complete their studies while working. Those who previously studied at a university can also enroll and earn a degree.

[+ Learn more](#)



Empower

Investing in our leaders

Our success depends on the alignment of our leaders around our key values, principles, and guidelines. The Leadership Institute is a leadership development initiative created in partnership with our executives. Among its key programs is CGI 101, a mandatory seminar for new managers that provides a unique opportunity to meet our leaders and learn about the vision, values, approaches, best practices, and commitments that define CGI.

In the 20 years since its inception, the Leadership Institute has trained over 12,000 leaders, including 1,389 CGI 101 graduates in 2021.

Recognition

Recognizing the value of others and giving credit for team members' accomplishments is one of the key leadership principles at CGI. We rely on one another for our individual and collective success. Through global and local HR programs, we encourage, celebrate, and reward the contributions of our colleagues and teams.

- Our Engagement Recognition Program recognizes members for their years of service.
- Our Builders Award Program formally acknowledges members for outstanding contributions to the growth and success of our company.
- Our peer-to-peer recognition program, Applaud, enables members to recognize and celebrate colleagues who exemplify our core values. All Applaud recipients are acknowledged for their contributions at each quarterly meeting.

Mentoring

Our mentoring programs provide opportunities to meet and build relationships with other CGI members with a focus on professional growth and work-related challenges. Mentoring allows both mentees and their mentors to advance their careers, develop and share knowledge and skills, and expand their networks.

- In several countries a Reverse Mentoring Program puts a twist on traditional mentoring with senior leaders mentored by more junior members to foster understanding and inclusion.

Communities

CGI has a long history of supporting communities, and we have always encouraged our members to get involved and volunteer their skills and experience to advance the well-being of the communities where they live and work. Our commitment to making a positive difference is brought to life through hundreds of local initiatives and our global Dream Connectors flagship community program, created in 2016 for the 40th anniversary of the company.



CGI Members participating in 24-hour run to support association for people with disabilities — Germany

Communities strategic priority

We commit to positively contributing to society by sharing our IT and business expertise through social impact projects, local economic initiatives, and actively supporting members' pro bono and volunteer engagements.

An interview with Bernard Mongilio

Senior Vice-President, U.S. Great Lakes Business Unit Leader,
Executive sponsor of the Communities priority

Why does CGI strive to support communities?

Our involvement in communities is fundamentally part of our DNA. It has always been a core value of the company to give back to the communities. I think we are all very fortunate in terms of who we are and what we're able to do. We not only want to give back, we believe we have an obligation to give back. In terms of the capabilities we bring, we have a lot to offer that makes a difference in our communities. Through their expertise and capacity for innovation, CGI members foster change through projects that have a positive and enduring impact for people within our communities.

We often talk about communities like they are separate from us, but the reality is we and our members are part of the communities. There's a lot of desire on the part of our members to actively engage in the communities in which we belong.

What differentiates the way CGI engages with communities as a company?

One of the things that is really distinguishing for us is the fact that we are organized via a metro market model. We are an 80,000-person global company, but each of our local operating units has a significant presence in the communities in which we live because of the proximity model, and that makes us by definition part of the fabric of those communities. And because of that focus, it drives a different level of behavior and a different way of showing up.

As a personal example, I run our U.S. Great Lakes region, which includes over 1,000 people in the overall territory. About 600 of those people are in Pittsburgh, which is where I live.

Because of our close proximity, my team and I are very personally engaged in doing things for Pittsburgh and the surrounding areas, because we are here and it's our friends and neighbors. Just like me, I know my colleagues in France, Sweden, India, or Canada, to name a few, take pride in seeing the impact we can have.



Bernard Mongilio during the RedchairPGH scholarship recipients event at CGI's Pittsburgh (U.S.) office. RedchairPGH is a network of women and men who are committed to creating gender balance in the Pittsburgh technology professions.

Vision: an interview with Bernard Mongilio

Similarly, our members bring that same kind of approach to our culture of giving back — both because of company encouragement, but also frankly, it is the nature of the people we hire. They are eager to be engaged, to make a difference, and they are coming forward with initiatives that they are looking for us to help sponsor. There is just a really strong sense of engagement among our members.

How does CGI facilitate the engagement of members and business units for pro bono and volunteer projects?

First, there is a lot of activity at the local level with promoting the idea that this is something we want to be doing. When ideas come up from members, the local leaders are supportive of them. Sometimes that process involves creating time for people to work on a pro bono project.

Next, the idea of participating in communities is something that we have highlighted programmatically and promote and celebrate. Several of our business units have days set aside for people to volunteer. We have many good examples in the UK, France, Finland, and India. And we are putting a commitment in place for every business unit to support at least one pro bono project per year.

How do you see the impact of our engagement in our communities?

Through our presence in so many local communities around the world, our impact is multiplied. Every time we engage with business units or members and hear about our community involvement, the stories are absolutely amazing. When stories are shared, it creates more enthusiasm and pride, and encourages further involvement and

participation from others. The focus we have put on more actively promoting our community involvement over the last three or four years really serves to amplify the work that people are naturally inclined to do, as well as the impact we are having as a company.

“We are putting a commitment in place for every business unit to support at least one pro bono project per year.”

Highlights

The CGI commitment to our communities and society at large puts to use the competencies and skills that make us a leading IT and business consulting services company—problem-solving, innovation, dedication, and collaboration with clients, academia, and local organizations—to maximize impact.

In 2021, CGI took another important step forward in our CSR strategy. We announced a strengthened commitment to contribute by ensuring that **all of our business units use their expertise and local presence in the service of communities**, and by actively supporting our members' pro bono and volunteer projects. In addition to ensuring that all our offices are involved locally, we will be measuring precisely the impact of this volunteer work.

5–7 year target: 100% of business units implementing pro bono projects

[#CGIForGood Campaign](#)

In June 2021, we celebrated our 45th anniversary. To mark this milestone, we launched #CGIForGood, a yearlong campaign that shines a spotlight on 45 projects that positively contribute to our communities. Being a good corporate citizen has always been one of our core values, and we are proud of our long history of supporting the communities in which we reside. Our proximity model ensures that we live and work in the same communities as our clients and is essential to this achievement. Across our 400 locations worldwide, our strong local presence deepens our relationships with clients, while sharing a common commitment to advancing the overall well-being of our society.

11,732

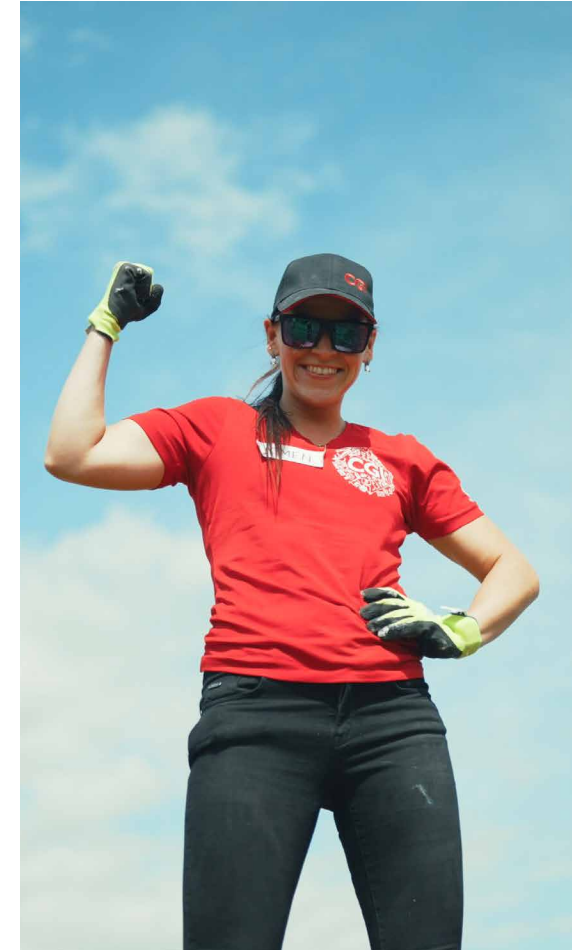
Number of members engaged in community activities

48,220

Number of pro bono and volunteer hours

919,204

Number of beneficiaries in communities



CGI Summer Camp — Estonia

Bridging digital divides

During the COVID-19 pandemic, technology has brought people together and accelerated digital transformation. But this crisis has also increased the digital divide in our communities. Whether it is the lack of accessible and efficient digital infrastructure, the high cost of digital devices, the lack of digital literacy and skills, or content developed without regard to universal accessibility and adaptation, there is still much to be done to build a digital world for all.

As a global leader, we understand we have a critical role to play in bridging the digital divide, so all individuals and communities, including the most disadvantaged, have access to the infrastructure, technology, equipment, and knowledge necessary to fully participate in our society, democracy, and economy.



Bridging digital divides

The positive impact of our proximity model

Wherever we are in the world, CGI works to recognize the unique needs and realities of our individual communities and provide support. Our policy and programs are defined and implemented at the local level by our Strategic Business Units and consider the cultures and habits of the populations and organizations that we strive to help. What unifies these different programs is a shared need to contribute the skills of our members in the service of pro bono and volunteer projects.

In 2021, several new local programs and initiatives were developed to increase our impact.



CGI members working with Habitat for Humanity — Canada

Bridging digital divides

FRANCE, SPAIN, PORTUGAL, LUXEMBOURG, AND MOROCCO

A digital employee volunteering platform

CGI has developed a digital employee volunteer platform to support communities in need. Launched in October 2020, the platform is available to all our professionals in France, Spain, Portugal, Luxembourg, and Morocco.

The platform offers over 350 remote and in-person volunteer opportunities.

The wide range of available activities includes supporting people with disabilities in their professional lives, climate change projects, hosting digital technology workshops, collecting necessities like food and clothes for non-profit organizations, and offering learning support to students. In 2021, the platform has empowered 1,459 of our professionals to initiate over 100 missions with more than 1,200 volunteer hours completed.

[+ Learn more](#)



CGI members volunteering with the Salvation Army — France

UK

CGI joins the European Connected Health Alliance as new foundation partner

The ECHAlliance is the Global Health Connector for Digital Health, facilitating multistakeholder connections around ecosystems and driving sustainable change in the delivery of health and social care. CGI is very proud to be a new foundation partner of the organization.

“We are very excited to have become a member of the European Connected Health Alliance and to be able to connect. At CGI, we work to improve outcomes for patients, communities, and citizens by taking a partnering approach to integrating health and social care services and data to transform health and social care.”

Justene Ewing

CGI UK Vice-President for Health & Care

Bridging digital divides

INDIA

A strengthened partnership with NASSCOM

In 2019, we were already in partnership with the National Association of Software and Services Companies (NASSCOM) to help its professionals build capability in digital technologies using FutureSkills, a leading IT skills portal powered by Edcast. In 2021, we built upon that partnership by supporting NASSCOM with the release of India's First Tech for Good Report, which showed the intent and focus of organizations, social enterprises, and civil society toward the creation and use of technology for social good in India.

[+ Learn more](#)

“Technology and innovation play a critical role in enhancing the overall social and economic well-being of our communities. We are pleased to partner with NASSCOM Foundation on this report, which highlights Tech for Good insights that will aid other organizations and us to drive relevant and responsible innovation in support of our communities.”

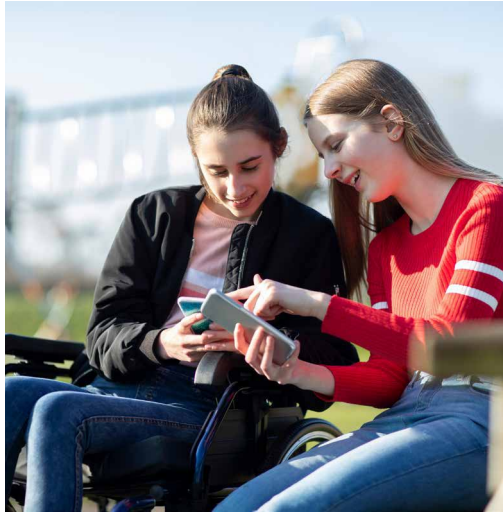
George Mattackal

CGI President Asia Pacific Global Delivery Centers of Excellence



CGI members collaborating to clean roadways with National Highways Authority of India and BBMP — India

Digital accessibility



FRANCE

Handitech

We have again participated in awarding the Handitech Trophy, which rewards projects with strong potential to benefit people with disabilities. CGI is a co-founder of Handitech and a Handitech Trophy partner. We are delighted to continue supporting and promoting innovations focused on inclusion.

“Handitech is a great place to find new and innovative solutions that will benefit both society and the company’s professionals.”

Jean-Bernard Rodriguez
CGI Vice-President

INDIA

Providing vocational training to support people with intellectual and developmental disabilities

To bridge the disparity in skills and employment opportunities for people with intellectual and development disabilities (IDDs), we provided vocational and life-skills training to several adults and young adults with developmental delays, movement disorders, and autism spectrum disorders. This vital training, developed in collaboration with Diya Foundation, a non-governmental organization (NGO) in India, enables these students to learn in an inclusive environment and grow toward economic independence. Despite the pandemic, we continued to work closely with Diya Foundation to develop an e-learning module and donate laptops for both students and trainers to aid remote learning. It is imperative to foster an inclusive and supportive learning environment to ensure positive life outcomes for people with IDD.

[+ Learn more](#)

SWEDEN

Hack for Hope and Health

In October 2021, CGI won the Hack for Hope and Health hackathon in Sweden. The event challenges competitors to develop digital solutions that promote the joy of movement and stimulate increased physical activity for people with disabilities. Five IT companies, together with students and representatives from the social administration and the user side, took part in the competition, which lasted for one day.

The CGI team’s winning project is The Happy Schedule, a weekly schedule for users to plan their week and add activities and individual goals with the help of picture symbols. Goals can be adapted according to each individual’s functional variation, and users have the option to compete with each other on their own terms.

As the winning project, The Happy Schedule will now be further developed by CGI in collaboration with the municipality of Kalmar, the organizers of Hack for Hope and Health.

Digital accessibility

Making sites and services accessible

What projects, services, and technologies can a company or organization deploy to improve its digital accessibility?

This question is complex because there are so many different cases. A visually-impaired person does not, for example, have the same problems or the same needs as a person who cannot use their upper limbs. It is, therefore, a question of using a set of various technologies, each responding to a specific need. The good news is that many of these technologies are working reliably today. Speech-to-text and text-to-speech, for example, have made tremendous progress and now offer proven solutions and smooth interactions. More generally, technologies are advancing. We are in the process of moving from a software overlay, which “translates” a site for people with disabilities, to man-machine interfaces connected to headsets without the need for a computer. The user experience is becoming more fluid, and progress in this area is very promising.

Clément Bernard

Senior Vice-President Innovation Center, CGI France

Making CGI.com accessible

If we want others to understand the value of website accessibility, we know that we need to lead by example. When we launched a new version of our corporate website [cgi.com](https://www.cgi.com), we included a plan to make it accessible to people of all ability levels by following the World Wide Web Consortium’s Web Content Accessibility Guidelines (WCAG) 2.1. We are Level AA compliant as of January 2021.



Digital accessibility

Supporting local organizations

POLAND**Happy Road Foundation**

Happy Road Foundation is a non-profit organization in Poland that teaches specific skills and competencies to young adults from orphanages, empowering them to lead independent lives.

In 2021, the foundation found itself in urgent need of a tool to efficiently manage daily operations, integrate projects and allotted funds, and report data. In response, our experts developed a dedicated customer relationship management (CRM) system using the Salesforce platform. We also organized training workshops for the foundation's staff.



The records of all 201 young people under Happy Road Foundation's care were moved to the new platform. Our experts helped migrate two-thirds of the records and the foundation's staff was enabled through training to manage the rest.

[+ Learn more](#)

“Our team worked closely with Happy Road Foundation to understand the organization and the way they operate, sharing not only time and knowledge but also their hearts.”

Tomasz Zawadzki

CGI Director Consulting Services

Digital accessibility

**CZECH REPUBLIC****Implementing a new reservation and information management system**

CGI members in the Czech Republic lent their pro bono expertise to the OAZA organization, to help solve a problem affecting their public sports grounds.

During the COVID-19 pandemic, a growing number of people were unable to arrive for their reservations due to health concerns. This left many facilities unnecessarily unused and blocked off to other visitors.

Thanks to the help of our members, availability of OAZA's facilities has increased and user complaints about reservation problems have ceased.

In response, our experts adapted the CGI NaviProCare information, reservation, and navigation system, originally developed for use in hospitals. CGI NaviProCare provides a contactless mobile check-in process that uses GPS or a QR code reader to verify that a user has actually visited the facility. The system gives the facility administrator user information and limits or restricts certain users from making too many reservations.

[+ Learn more](#)

U.S.**Providing pro bono assistance to the City of San Diego**

In 2020, the City of San Diego launched a program to bring free public Wi-Fi access to low- and moderate-income communities as part of their Digital Equity and Inclusion program. In January 2021, we began supplying pro bono assistance to the city, offering our expertise in project management to plan, track, document, and report on progress for this effort. All active Wi-Fi and program benefit listings and locations can be found at www.sandiego.gov/sdaccess.

Member engagement

Clean walks

All over the world, our members volunteered to team up for clean walks with their families and colleagues in client teams. Together with other organizations and individual volunteers, our members have collected thousands of pounds of garbage in parks, cities, and rivers, making the communities where we live and work more beautiful and safe.



CGI members — Netherlands



CGI members — France



CGI members — U.S.



GLOBAL

Helping communities facing environmental disasters

As communities around the world have been hit with environmental disasters, our members have volunteered to help without hesitation.

CGI members delivered assistance in Germany's flood-devastated Ahr region, as well as the tornado-hit Mikulčice, Czech Republic. In the Philippines, we raised funds and provided outreach for victims of the Taal volcano eruption. And in the U.S., members organized a food drive and sanitized beds for the American Red Cross after Hurricane Ida struck Louisiana.

CGI is also engaged in projects to prepare for future disasters. In the UK, our European Space Agency eSurge is helping to predict the ferocity of coastal flooding, and we have been selected to develop services that combine artificial intelligence and earth observation for wildfire mapping. Additionally, we are working with state and local governments across the U.S. to design and deploy data management systems to administer natural disaster recovery programs.

[+ Learn more](#)

COVID-19 in 2021

Responding to critical needs during the second wave in India

Over the last two years, the health and well-being of our professionals and support for our local communities has been key in our response to the COVID-19 pandemic. Many regions of the world were still severely affected in 2021, including India where thousands of our members faced tragic situations. More than ever, we wanted to provide a concrete response to critical needs during the second wave.



CGI Vaccination Center — India

CGI COVID Warriors program

“There is no doubt that the COVID outbreak has made things difficult for so many people throughout the world. In my experience, I have always found that volunteering is a great way to help someone. It makes me feel proud that CGI COVID Warriors are doing great in finding hospital beds, medical supplies and oxygen, arranging ambulances, finding food supplies during isolation periods, and supporting mental health around the clock.”

Ramya Para

Test Engineer, CGI

COVID-19 centers

“Very glad to see a good number of CGI members and their families participating in the vaccination program for the past two weeks. We have conducted drives across Bangalore, Hyderabad, and Chennai. More to come. I want to express my sincere thanks to administrative teams, volunteers, and all others involved behind the scenes to make this happen. Thank you so much team for your help in the fight against COVID-19. I want to thank our partner Connect and Heal — CNH Care in this journey.”

Sudhir Subbaraman

Senior Vice-President, CGI

COVID-19 kits

“Working for an organization like CGI where you are considered a member rather than an employee is a blessing. Sending these COVID kits, which is the need of the hour, is a wonderful gesture by the organization.”

Saketh Ravula

Lead Analyst, CGI

COVID-19 in 2021

Member-supported interventions in India

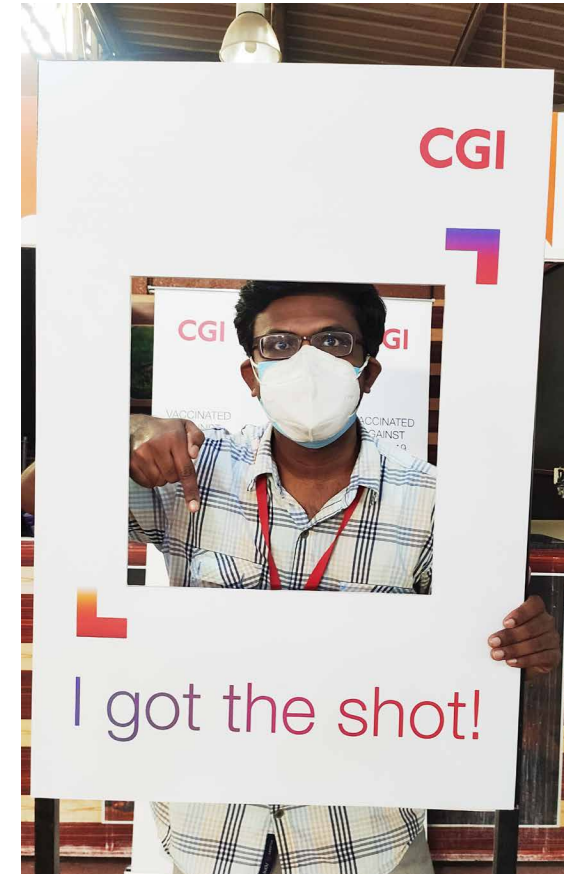
We have facilitated close to 2,500 COVID-19 tests at home and in walk-in labs, including on-site tests conducted at our offices. A total of 1,400 members with close to 3,000 home isolation kits served to care for infected people at home. A doc-on-call system was established to handle nearly 4,000 calls to date. A total of 11,000 vaccine doses were administered to members and their dependents and 25 oxygen concentrator units were procured to serve members and families in need.

Beyond taking care of our members, we also supported COVID-19-related interventions through donations to four public hospitals across two states. We purchased medicine, personal protective equipment, and other medical supplies, and set up ICU facilities to treat and manage COVID-19 patients.

In addition, our members donated \$140,000 with a \$100,000 matching donation from CGI to support GiveIndia, our non-governmental partner. These donations provided:

- Purchase of medicine, personal protective equipment, and other medical supplies for 500 patients at two COVID care centers
- Financial grants to 100 families of deceased COVID-19 patients from economically disadvantaged backgrounds, with priority given to single mothers of young girls
- An entire hospital oxygen plant, supporting 100 patients

CGI has also set up a \$130,000 scholarship and family welfare fund to be distributed to the families of members who have sadly passed away as a result of the pandemic.



CGI Vaccination Center — India

Climate

We continue our firm commitment to leading on global climate change action and preserving and improving the local ecosystems in the communities in which we work. Our climate strategy has led to substantial reductions in energy emissions in our offices and data centers, as well as minimization of business travel emissions. We remain on course to meet or exceed our robust long-term climate goals.



Climate strategic priority

We demonstrate our commitment to an environmentally sustainable world through projects delivered in collaboration with clients and through our operating practices, supply chain management, and community service activities.

An interview with Michael Herron

Senior Vice-President, UK, Central Government Business Leader, Executive sponsor of the Climate priority

Why is climate a strategic priority for CGI, and why have we committed to net-zero carbon emissions?

It is an existential issue facing humankind, and it is the number-one priority that we must address globally. As a global corporation, it is incumbent on CGI to tackle with uninterrupted momentum the climate challenge. There is significant responsibility on organizations to drive climate action and achieve net zero, and there is no better demonstration of that responsibility than active participation at COP26, where nations and corporations came together.

The best way to tackle climate change is to have hardcoded targets in place for carbon reduction and a net-zero plan that we are heading toward in CGI globally. In the UK, we already have a net-zero plan in place underpinned by science-based targets.

We need to not just drive down the carbon footprint, but we also need to adjust how we live and work as an organization and as

citizens. This is really about changing the way we live our lives, and our day-to-day culture. Adaptation will be key.

All those positive offsetting activities that we do should continue, but the primary objective must be on hardcoded targets for carbon reductions across CGI globally. That to me is a proper net-zero plan. We publish these plans, we measure these plans, and we are transparent in our reporting of these plans.

What is CGI's plan to achieve net zero?

We have a global plan to achieve net zero by 2030, and we have empowered our operations across various geographies to get there earlier if they can.

Some of the primary responsibilities for us are those emissions that are within our control: buildings, office spaces, data centers moving to renewable electricity, and cleaner electricity supply.



Michael Herron at the United Kingdom's Severn Estuary as part of a visit with Project Seagrass (see page "Project Seagrass" on page 65).

Vision: an interview with Michael Herron

Within Scope 3, we are also working with our supply chain to ensure that they have net-zero plans in place.

For me, there's a difference between a roadmap and a plan. That's why we have a global climate working group who build detailed plans with activities, owners, and annual commitments to achieve the net-zero ambition of 2030 globally. After all, we are an organization focused on client delivery, and we are running our net-zero plans just like we would our other projects.

As an IT company, what is CGI's biggest challenge to achieving our net-zero commitment? And in which areas can we enable sustainability development?

We have a massive role in helping sustainability development for the planet and for our clients. To give you a few examples, we have an Internet of Things system in place here in the UK where we can remotely monitor the

temperature of rooms that house computer servers, and we can make sure they are as efficient as possible. For example, our new Smart Building Internet of Things solution at our Keats House location in Leatherhead enables active monitoring of infrastructure to understand CO₂, humidity, energy usage, temperature, and occupancy. If you think about smart buildings, that is absolutely applicable to all of our clients, and we are talking to them about that. Smart cities are something we are involved in and heavily investing in.

We also do a lot of work in the space domain, and we have a number of different technology solutions that drive climate action. We have more than 40 years of involvement in the space industry and a deep commitment to supporting global efforts to reduce and mitigate climate change. In the sphere of space, the focus is often on the satellites and the sensors they carry. Yet, in reality, it is the data they capture that is critical to developing sustainable solutions here on Earth. For example, the

satellite technology that we have helps monitor weather movements, so we can predict tidal movements to help authorities in their contingency planning.

Those are some examples of how we can drive climate action as an IT company.

Traditionally, when you are working with clients it can sometimes be a bit, "we are the supplier, they are the client." However, whenever we talk to them about sustainability or climate change, there are no barriers. Everyone is facing the same issue. Everyone wants to learn from each other. It is the same with competitors and our supply chain. It is the one topic that unites everybody. And the way we will get there globally is through partners, clients, and organizations working together collaboratively. No one nation can achieve this on their own. We can and must do this together. We want to set the example, do the right thing, bring our suppliers on that journey, and help our clients.

"It is our duty to act responsibly and do the right thing."

Highlights

Our target: net-zero carbon emissions by 2030

Our commitment to net-zero emissions for our own operations (scope 1, 2 & 3 business travel) is a landmark step in our sustainability journey. This signals our definitive intention to take a global leadership role on climate change and confirms our responsibility to the global priority of transitioning to a low-carbon economy.

To turn our net-zero goal into action, we defined a climate roadmap with measurable short- and medium-term targets. These targets focus on operations that we control and that are within our operational scope. In early 2021, the CGI CSR executive steering committee agreed to this roadmap. It will serve as our action plan for the entire net-zero initiative.

In addition, we assembled an internal climate working group to support and drive a range of domestic actions toward meeting our ambitious goal. Working in collaboration with the CSR executive steering committee to cascade our priorities into local climate actions, the working group provides information and progress to the committee and is comprised of local climate leaders and thought leaders from CGI in areas such as real estate and procurement.

70%

CO₂ emission reduction since 2014

1.50 PUE

overall Power Usage Effectiveness in data centers

31%

of locations ISO 14001 certified

44%

of total energy from renewable sources

69%

of data center electricity from renewable sources



Environmental responsibility

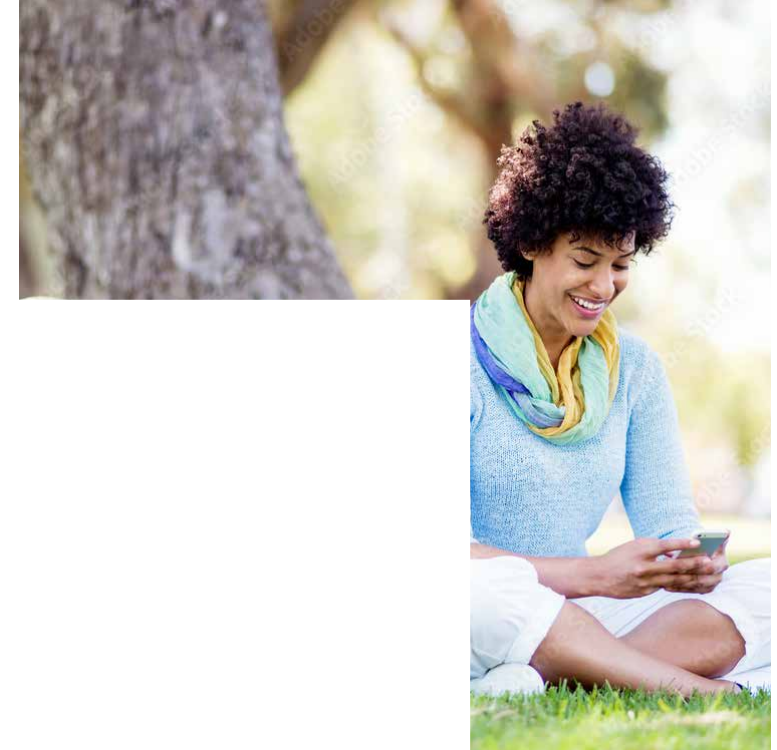
As an IT consultancy company, CGI's operations have an impact on the environment mainly through our office operations, business travel, data center activities, and procurement of IT hardware. We are committed to protecting the environment through responsible and environmentally-conscious operating practices.

We developed our environmental policy to:

- Comply with or exceed all applicable governmental environmental regulations, along with other commitments deemed significant to our clients and members.
- Implement waste management practices that promote reductions and recycling, including re-use where appropriate; when waste is unavoidable, ensure it is disposed of properly.
- Reduce and prevent pollution through energy, waste, and resource management best practices.
- Promote the creation and use of sustainable facilities.
- Communicate our environmental policy, practices, and progress to all stakeholders.

We have ISO 14001 certified environment management systems (EMS) in place for CGI operations located in France, Luxembourg, UK, Sweden, Finland, Netherlands, Portugal, Spain, Czech Republic, and Slovakia. Locally implemented Environmental Management Systems have been externally verified and assured for these ISO 14001 operations, and they are currently covering 31% of our locations. We aim to increase this coverage in 2022.

To ensure EMS compliance, it is vital that we raise awareness among our own professionals of the key material effects of our business operations and promote opportunities to mitigate our impact on the environment. In addition to our existing global environmental training course, we aim to create learning channels to address various climate topics and increase the resources available to help our professionals. These channels will help our members better understand the overall aspects of climate change and our commitment and actions toward sustainability.



Net-zero progress

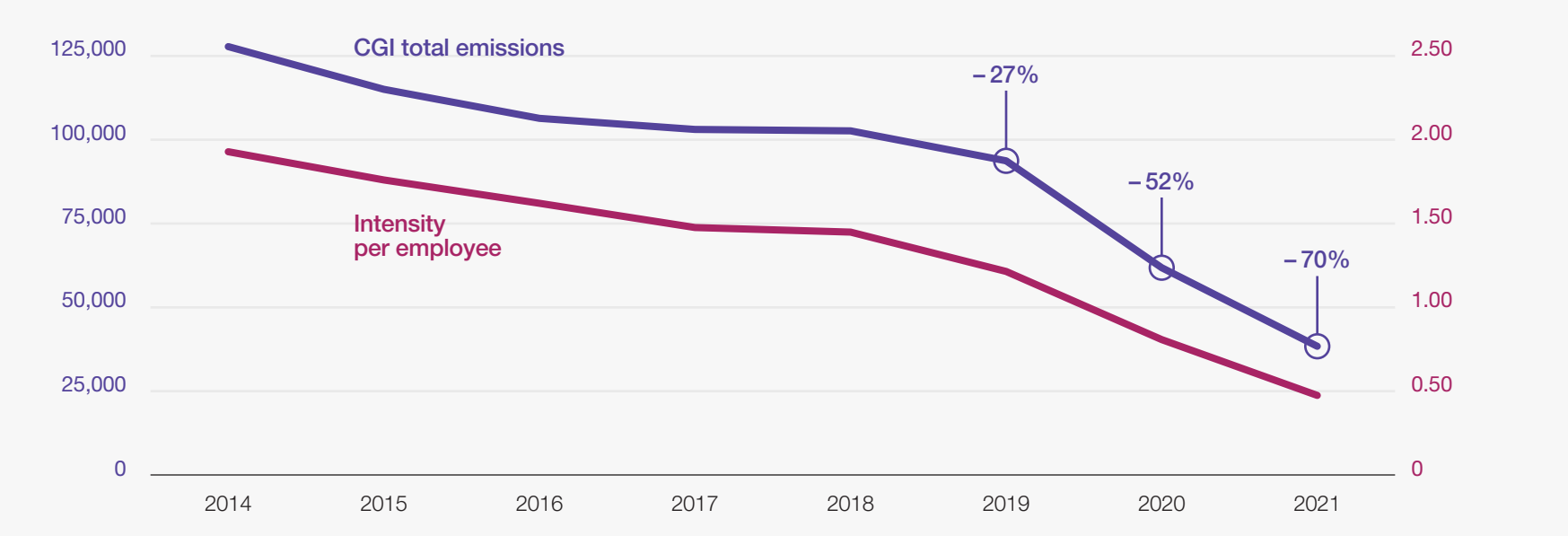
Between 2014 and 2021, we reduced our total carbon emissions, including Scope 1, 2 and 3 (business travel), by 70% in absolute terms. In 2021, carbon intensity per employee was 0.48 tCO₂e¹ — which is a 75% reduction from the baseline established in 2014.

70%

CO₂ emissions reduction compared to 2014 baseline

¹ CO₂e (carbon dioxide equivalents) is a unit that makes it possible to compare the climate effects of different types of greenhouse gases by expressing the emissions as equivalent to carbon dioxide.

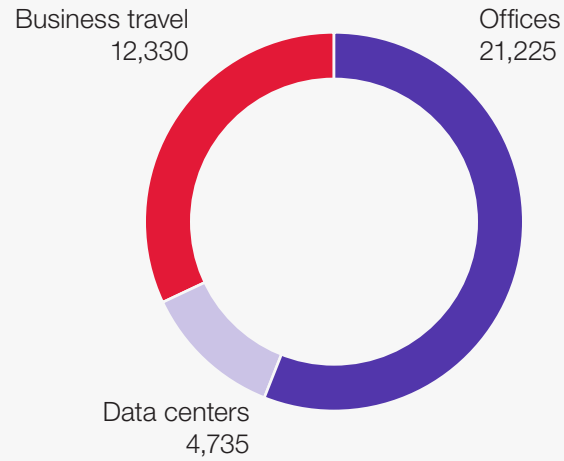
CGI total emission and intensity per employee (tCO₂e)



Climate performance	2019	2020	2021	vs. 2014
Total net emissions (tCO ₂ e)	93,549	61,820	38,290	-70%
Employees	77,500	76,000	80,000	+18%
Intensity per employee (tCO ₂ e per employee)	1.21	0.81	0.48	-75%

Net-zero progress

2021 greenhouse gas emissions by sources (tCO₂e)



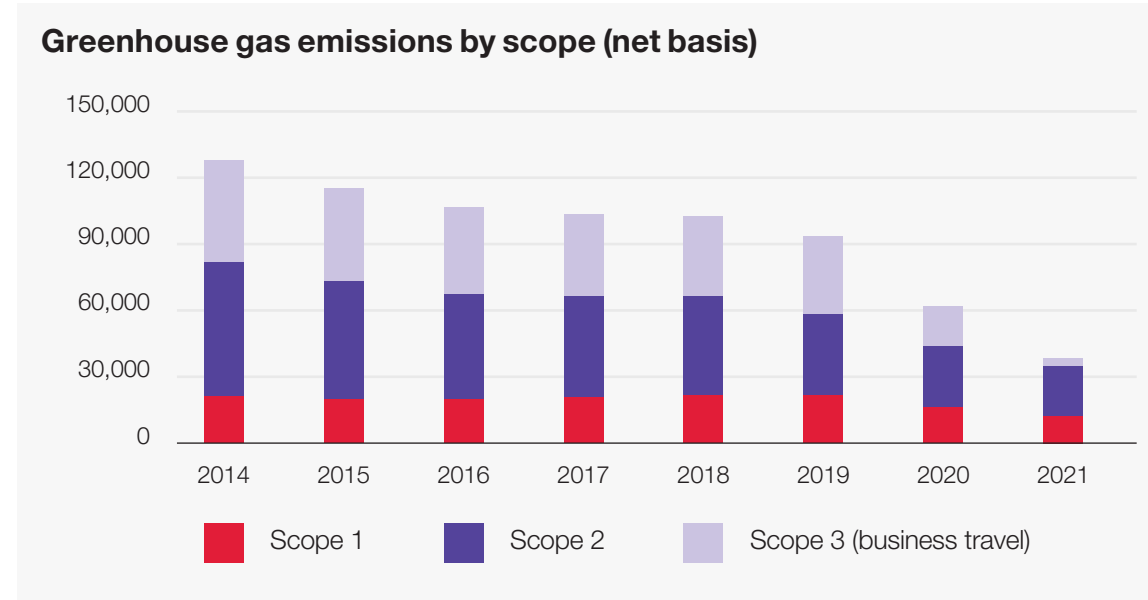
Emission contribution by region (tCO₂e)

Strategic Business Unit	2019	2020	2021	Change in 2021 vs 2019
Asia Pacific	17,665	9,607	4,920	-72%
Canada	8,954	6,638	4,327	-52%
Central & Eastern Europe	17,192	12,339	9,488	-45%
Finland, Poland & Baltics	3,251	2,246	1,014	-69%
Scandinavia	3,541	2,108	603	-83%
UK & Australia	5,998	3,823	2,108	-65%
U.S. Commercial & State Government	14,151	10,164	4,620	-67%
U.S. Federal	9,247	6,635	5,842	-37%
Western Southern Europe	13,552	8,259	5,367	-60%



Net-zero progress

In 2021, we committed to achieving net-zero carbon emissions by 2030 with respect to carbon emissions under our direct and indirect control (as defined by Scope 1, 2 and business travel in scope 3 of the Greenhouse Gas Protocol).



GHG Scope

GHG emissions type of scope	Type of control	Emission sources
Scope 1	Emissions under operational control	Stationary fuel combustion, company owned and leased vehicles
Scope 2	Indirect emissions from purchased energy	Electricity, heating and cooling
Scope 3	Other indirect emissions	Business travel

Net-zero progress

Science-based targets

As part of the CGI net-zero strategy, CGI in the UK set science-based targets (SBTs) under the [Science Based Targets Initiative](#) (SBTi) and is a signatory of the [Race to Zero Campaign](#). In September 2021, the SBTi validated our UK SBTs as consistent with reductions required to keep warming to 1.5 °C, the most ambitious goal of the United Nations Paris Agreement. Our UK SBTs are a commitment to reducing greenhouse gas (GHG) emissions in absolute terms, by 46% for our own operations (Scope 1 and 2) and by 46% for our business travel (Scope 3) by 2026 from a 2019 base year. CGI in the UK also commits that 50% of its suppliers by spend, covering purchased goods and services and capital goods, will have set their own science-based targets to reduce their own climate impact by 2026.



Energy

Offices

Energy use in our offices is a key emission contributor in our emissions portfolio. With reducing emissions from our offices identified as a near-term target, there is a greater mandate to improve the efficiency of future offices.

During the unprecedented COVID-19 pandemic, we realized we could optimize our facilities and still meet our business requirements without any challenges. As we return to our offices post-pandemic, we will maintain these optimizations and expect the emission reductions to continue. As we have demonstrated historically, our total real-estate footprint continues to downtrend, resulting in reduced Scope 2 emissions.

During 2021, 24% of energy consumption equal to 24,834 megawatt hours (MWh) in our offices was sourced from renewable energy. Going forward, we aim to increase the percentage of renewable energy usage at sites where an economically viable renewable energy supply is available. We continue to explore opportunities for renewable heating and cooling resources as well.

Total energy usage (offices and data centers)

Consumption

181,390
MWh

-41% vs. 2014

Net emissions

25,959
tCO₂e

-60% vs. 2014

Proportion

68%
Of net emission



Energy

Data centers

As a managed IT services provider, data centers are a key way we service our clients. Our main data centers are compliant with best-in-class standards outlined by the Uptime Institute, and CGI is a member of The Green Grid, a global consortium of leaders promoting energy efficient data centers.

Through this collaboration we use innovative, green, and renewable energy resources to significantly reduce our energy consumption and carbon emissions. We also utilize techniques such as server virtualization and consolidation, lighting control, and cooling retrofits. Our continuous effort to increase renewable usage and implement energy efficiency measures dramatically reduced our energy consumption and carbon emissions from data centers by 65% compared to our 2014 baseline emissions. Because of this progress, we are on track to achieve 100% renewable electricity in all our data centers by 2023. Over the long term, we also intend to eliminate diesel in our backup power systems. We will follow technological developments and seek alternative choices for our data centers back up power systems.

We are on track to achieve 100% renewable electricity in all our data centers by 2023.

PHOENIX (U.S.)

Data center achieves 100% renewable electricity

From 2014 to 2021, we made great strides in increasing our use of renewable electricity. Our data centers are a core part of our operations and represent nearly half of our overall energy consumption. Maximizing renewable electricity at these facilities is very important in achieving our overall climate goal. In 2021, we hit a milestone—69% of the electricity consumed by our data centers came from renewable sources.

This milestone was made possible by achieving maximum renewable electricity use at data centers in the UK, Sweden, Finland, the Netherlands, and, most recently, Phoenix, Arizona. Our Phoenix facility is the largest CGI-owned enterprise data center. While the facility's historical reliance on conventional energy sources made it particularly challenging, we successfully shifted it to 100% renewable electricity. Due to the facility's large size, this shift resulted in a 47% overall decrease in emissions from our data centers.

Following our accomplishment in Phoenix, we are now focused on maximizing renewable electricity use at our data centers globally. The key to achieving our new goal is developing innovative partnerships. For example, we teamed with Green Edge Compute AS in Norway to build sustainable, secure, efficient data centers that use water cooling. Through innovative partnerships like this, we expect to reach 100% renewable electricity at all of our data centers by 2023.

Traveling

Over the last two years, the COVID-19 pandemic has significantly impacted business travel and necessitated the implementation of virtual meeting solutions. We have seen that many of our meetings and events can be managed virtually.

At the same time, we acknowledge the importance of in-person interactions when meeting with our stakeholders. Post-pandemic, we will focus on controlled travel growth and adjusting our travel policy and practices globally and locally. Our plan remains to seek alternative sustainable choices that reduce emissions from travel and to leverage virtual meeting practices. Locally, we have implemented incentive programs for fossil-free business travel alternatives.

Travel emissions

Total distance

79,641

Thousand passenger km

-86% vs. 2014

Net emissions

12,330

tCO₂e

-80% vs. 2014

Proportion

32%

Of net emission



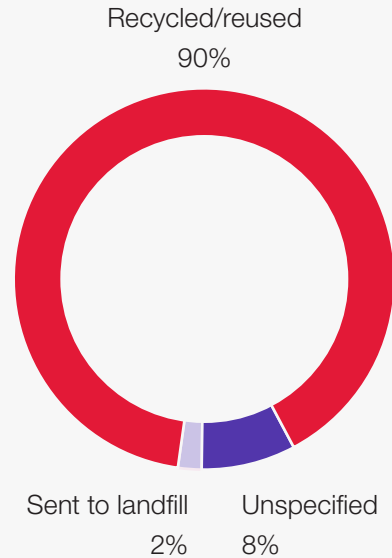
Waste

Our operations are predominantly office-based, resulting in types and volumes of waste that are typical for a services company. Our most significant waste type is e-waste from offices and data centers. Local operations have an obligation to treat waste according to global and local regulations. We return the majority of e-waste to e-waste suppliers or IT suppliers certified in e-waste treatment and information security.

We have launched many local campaigns and initiatives with our landlords and partners to reduce waste in our facilities globally. In several offices we ceased using cardboard cups and committed to a paper-free office model. Waste reduction is also a crucial part of our community actions. As of 2021, the amount of our waste sent to landfills is around 2% and we strive to reduce this percentage of waste further in the future.

In addition to this, our professionals frequently volunteer to keep bodies of water, beaches, and other local environments clean.

Waste generated by disposal type



Water

Our water use is primarily associated with cooling and humidity control at offices and data centers, human consumption at the workplace, and testing of building fire protection systems.

Our data centers are mostly located in North America and Europe, where there is a minimum requirement for additional cooling of the electromechanical infrastructure and building environment. The chilled water loops for the DC cooling units and the building units are closed, so no significant amount of water needs to be added after the original amount.

Waste and Water

GLOBAL

E-waste programs

When we work with service providers locally to manage our e-waste, we strive to make a positive impact in our communities both environmentally and socially.

In France, our partner ATF Gaia is an adapted company whose staff is made up of 50–80% disabled people. We pay for the collection by ATF Gaia, they clean all the data, assess the condition of the computers, and then recondition or recycle the equipment. Reconditioned hardware is then resold to needy recipients at very low prices.

In India, the computers are either recycled or reconditioned and given to schools, colleges in remote villages, non-profit organizations, and charity trusts.

In the U.S., the consolidation of the two Columbus Metro offices has been coordinated with a focus on minimizing environmental impact to the communities where we work. We have maximized the social and environmental return of decommissioned furniture and computers by partnering with our furniture manufacturer to locate local registered charities to receive 100% of our assets.

UK

No Planet B: reduce plastic waste

No Planet B is a volunteering initiative in our UK operations that welcomes open discussion and suggestions from our professionals on how we can be more sustainable as a business. The No Planet B working group brings together professionals with a passion for environmental sustainability. The initiative is led by volunteers who collaborate with our facilities, communications, and climate advisory teams on activities that support our broader net-zero ambitions.

Among the achievements made possible by our No Planet B initiatives are a reduction of waste to landfill, the elimination of single-use plastic from office kitchens, and a reduction of plastics by 75% from our cleaning service line.

[+ Learn more](#)



UK**Project Seagrass**

At CGI, we are always looking for ways to use our expertise to support our net-zero commitment and contribute to environmental sustainability. In the United Kingdom, we joined forces with Project Seagrass, a marine conservation charity dedicated to the protection of seagrass ecosystems, which can consume carbon up to 35 times faster than rainforests.



Using a seagrass identification algorithm, Project Seagrass automatically processes data from the CGI GeoData360 Earth observation platform to find seagrass meadows across the UK. This seagrass mapping tool can survey the entire UK in minutes — an exercise that previously had to be performed manually by boat or drones.

The insights we provide to the project help to aid preservation and restoration activities for this valuable resource. They also help increase carbon dioxide consumption by improving the health and volume of the UK's coastal seagrass meadows.

[+ Learn more](#)

FINLAND**Digitizing afforestation applications**

Afforestation creates valuable carbon sinks by planting trees that absorb carbon dioxide from the atmosphere and release oxygen. Carbon sinks absorb more carbon from the atmosphere than they release, so as carbon sinks increase, forest owners contribute to mitigating climate change.

In Finland, there are an estimated 120,000 hectares of wasteland suitable for afforestation. To encourage forest owners to apply for afforestation subsidies and plant trees in wastelands, we partnered with the state-funded Finnish Forest Centre to develop a new user-friendly digital services platform that makes it easier and faster to submit applications and notify users.

[+ Learn more](#)

SPAIN

Empowering people with disabilities through sustainability innovation laboratory

To address employment uncertainties brought about by the COVID-19 pandemic for people with intellectual and developmental disabilities (IDDs), we collaborated with Plena Inclusión Madrid in Spain, a network of organizations working to provide equal opportunities to people with IDD.

In October 2020, we launched the Sustainability Innovation Laboratory to help people with IDD develop skills and take advantage of Spain's increasing demand for professionals working on the preservation of environmental resources. Through this initiative, we provide development and integration opportunities to people with disabilities, while helping organizations reduce their environmental impact.

This program was selected as a finalist among 821 candidates in the 12th Corresponsables Awards.

[+ Learn more](#)

UK

Supporting COP26 and carving the path to achieve net zero by 2030

The 2021 United Nations Climate Change Conference, also known as COP26, was held in Glasgow, Scotland.

As a company committed to supporting a sustainable planet for future generations and a longstanding transformation partner to the Glasgow City Council (GCC), we were proud to support our client and host city during COP26.

Our commitment to achieving net zero by 2030 aligns with the objectives of COP26, so we were happy to support the conference by showing our sustainability solutions at a leading partnership conference with the UK Department for Environment, Food and Rural Affairs (Defra). Additionally, we are a member of the COP26 Business Leaders Forum where we learn from cross-sector companies about climate action and the journey to net zero.

[+ Learn more](#)



Members reducing environmental impact

Tree planting initiatives around the world

Our members are well aware of the benefits that trees provide in the fight against climate change. They have mobilized all around the globe to plant trees in partnership with several dedicated organizations and schools.

Overall, almost 82,000 trees have been planted in the past three years and we already expect at least 35,000 more trees next year.



India



Estonia



United States



United Kingdom

Sustainability solutions and services

We combine our in-depth knowledge, leading IT solutions, and end-to-end service offerings to help our clients successfully manage sustainability opportunities and challenges. We help them reduce their environmental impact and energy costs while improving regulatory compliance programs and the well-being of their own employees, citizens, and customers.

Our sustainability solutions and services reflect decades of experience in energy, utilities, manufacturing, distribution, government, and space. These solutions help clients manage smart grids, smart metering, and renewable energy assets, as well as sustainable transport and supply chains. They support electric vehicle charge point management, emissions monitoring, eco-friendly route planning, and carbon management. They also use space data to help protect the environment and anticipate the impacts of climate change. We help clients develop and implement strategies that embrace sustainable practices, and are committed to doing our part to build sustainable communities.

51% of executives* stated that environmental sustainability is highly core to their organization's ability to continue creating value for customers in the future.

* According to The 2021 CGI Voice of Our Clients, which presents the findings from our one-on-one interviews with nearly 1,700 executives across the industries and geographies we serve.



Service offerings and solutions

Transition to net zero

Our service offerings are designed to support our clients as they face their biggest sustainability challenges. We are preparing them for the future and positioning them to be leaders in the market. Companies that have succeeded in their sustainability activities have already made recent corresponding investments in the digitization and modernization of their operations. Becoming a digital and data-driven company lays the most important foundation stone on the path to increased sustainability.

Net zero is not an option or a nice-to-have. It is essential. Every organization has a responsibility to understand the environmental impact of its operations and address it while responding to the increasing demand to do better from citizens, consumers, investors, regulators, and other stakeholders. Technology is key to delivering value and serving the needs of all stakeholders.

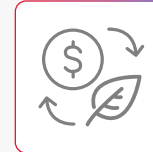
Business and strategy

Planning and drawing your future



Transition to net zero

Outline your path to net zero and prepare for upcoming rules

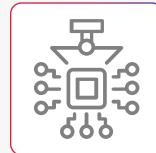


Transform to circular economy

Refine your business strategy to embrace a circular economy

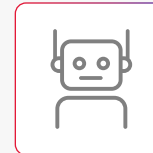
Information technology

Using the power of data and IT as an enabler for sustainability



Build your digital foundation

Build your technology architecture to support a sustainable future and become a data-driven company



Automate for success

Introduce robotic process automation to reduce administrative work in collecting sustainability metrics

Business & IT/OT

Embed into your core business



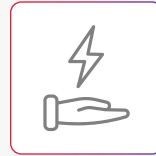
Adopt environmental impact tracking

Embed an environmental impact tracking system into your IT landscape to measure progress and track goals

Service offerings and solutions

CGI's service offerings for integrated sustainability

We analyze our clients' businesses according to a sustainability maturity ladder and identify simple steps to better manage sustainability efforts. We advise on developing climate change action plans using a value-based approach that focuses on: strategic assessment, governance and accountability, target operating models, reporting and analytics, collaboration with partner ecosystems, and decarbonization of the supply chain.



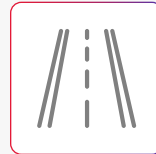
Create an ESG data hub

Create and share good quality ESG data with ease for financing assessments and evolutions



Increase energy efficiency

Realize cost savings by using fewer increasingly expensive resources and avoiding offset payments



Increase energy efficiency

Smart technology to meet the needs of urban mobility and citizens in smart cities



Energy and utilities

Optimization of renewable energy production management

Service offerings and solutions

Energy and renewable management systems

Energy ecosystems supported by governments and investors are exploring new technologies, concepts, and energy sources that can support a sustainable future. Clean and versatile, green hydrogen is a key enabler for achieving CO₂ reduction targets. The CGI AgileDX-Hydrogen data exchange platform supports effective collaboration within hydrogen ecosystems by enabling a centralized view of data and processes, full transparency and auditability, and seamless internal and external communications.

To limit power grid imbalances, we developed a Central Energy Management System (CEMS) for smart grids. Residents can use the information provided by CEMS to make better energy consumption choices.

Our Renewables Management System (RMS) improves management of renewable assets by providing greater insight into operations and analyzing key performance indicators and their evolution. RMS is an award-winning solution for the centralized operation of wind, hydroelectric, solar photovoltaic, and other renewable energy power stations. Managers, owners, and teams use the system to monitor, operate, and boost the performance of their renewable assets.

CANADA

Sm@rtering

Sm@rtering is CGI's next-generation master data management (MDM) solution. It offers data collection, energy data management (EDM), supervision, and smart grid capabilities on an integrated platform. Sm@rtering uses real-time analysis to manage demand, improve customer service, and reduce costs.

[+ Learn more](#)

FINLAND

Fingrid Datahub

Built on CGI's proprietary [Central Market Solutions \(CMS\)](#) intellectual property, Fingrid Datahub is a shared system that clarifies and speeds up data exchange between Finland's 3.7 million electricity accounting points. By keeping data up-to-date and equally accessible in a single system, Datahub will significantly improve operations and enhance the customer experience.

[+ Learn more](#)

SWEDEN

Increasing steel quality with machine learning

Cracks are one of the main causes of unnecessary waste in steel production. In partnership with leading steel producer Uddeholm, we developed a powerful machine-learning-based solution that can predict, with over 70% accuracy where and when cracks will occur. Using the insights from this model, Uddeholm is reverse-engineering better processes, improving the quality of steel, and significantly reducing waste and costs.

[+ Learn more](#)

Service offerings and solutions

Mobility

For the health of the planet and people, we are committed to developing solutions that enable smarter, more efficient, and more sustainable mobility. Together with our partners, we are using our technological expertise to enhance mobility services around the world, supporting public transportation, physical movement, and more.

FINLAND

Using smart data to improve Helsinki's bus system

To improve cost efficiency and maintain competitiveness, Helsinki's city bus operator Helsingin Bussiliikenne Oy (HelB) needed more detailed data on driving performance and fuel consumption. CGI teamed with HelB to enable the visualization of large amounts of data, using the Microsoft Power Map tool. The solution provides precise and invaluable feedback to improve driving skills and reduce idling, leading to greater customer satisfaction and less CO₂ emissions.

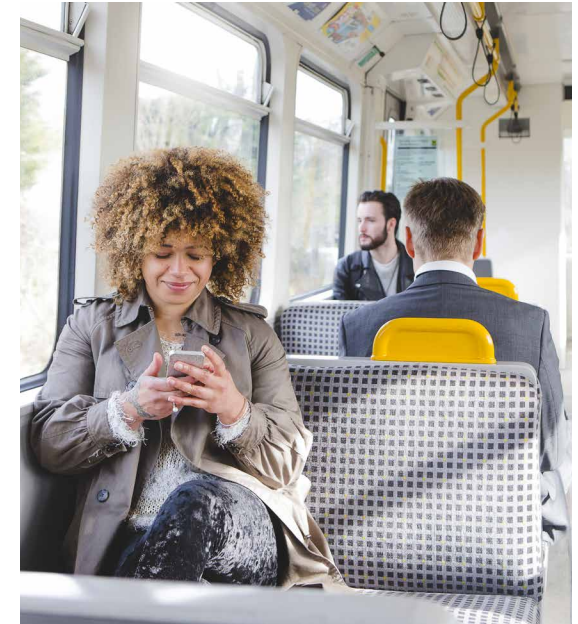
[+ Learn more](#)

UK

Partnering to deliver a smart community platform

Active Travel is a program funded by the Welsh Government to promote healthy and sustainable travel, such as walking and biking. To help manage datasets for Active Travel and give authorities a single source for accessing data, CGI partnered with the Welsh Government to create a web-based smart community platform using location technologies and data. This solution has resulted in citizen engagement, increased routes accuracy, and easier network reporting.

[+ Learn more](#)



Service offerings and solutions

Earth observation

Data from Earth observation is essential to tackle the challenges that come with global climate change. It allows us to gain new insights and a better understanding of the planet and its natural resources. At CGI, we partner with the European Space Agency (ESA) to collect data that enables the detection, management and prediction of environmental events, including floods, fires, oil spills and leaks, and vegetation and forestry growth.

UK

Supporting the TRUTHS satellite mission

The Traceable Underpinning Terrestrial and Helio-Studies (TRUTHS) satellite is a climate mission executed by ESA. The mission is designed to enhance climate benchmarking and satellite cross-calibration, as well as enabling a metrology laboratory in space. In 2021, CGI partnered with Airbus to define the Payload Data Ground System (PDGS) for TRUTHS, including the exploitation of instrument data, mission planning and control facilities, quality control, vital instrument performance assessment calibration, and user interface.

[+ Learn more](#)

UK

Combining AI and Earth observation for wildfire mapping

Partnering with the University of Leicester, we developed a new wildfire mapping service for ESA that combines recent advances in Earth observation, artificial intelligence, and cloud computing. The service is available to the environmental community through EO4SD, an online data portal developed by CGI that uses cloud computing to provide free access to a range of Earth observation data, tools, and services.

[+ Learn more](#)

GLOBAL

Advancing understanding of global food systems

CGI is developing a dynamic, high-resolution, digital reconstruction of the Earth and its complex processes to support advanced science-based decision making globally. Part of ESA's Digital Twin Earth (DTE) program, the project uses our digital data platform technology and AI to enable enhanced prediction and simulation to respond and adapt to food supply and security, and overall sustainability challenges that will arise from climate change.

[+ Learn more](#)

Responsibility

As a global company, we have a responsibility to conduct our business in the most ethical manner, in all countries where we operate, with all of our stakeholders, including clients, members, and suppliers. As a leader in digital services, our responsibility extends to how we deploy digital strategies and protect data, using the highest standards of security.



CGI Management Foundation

There are a few key elements that drive us and define who we are. They can be found in the CGI Management Foundation, which serves as the cornerstone of all we do. The CGI Management Foundation is a repository of all best practices collected over our 45 years in business. It includes the key elements that define and guide the management of our company. Our Management Foundation ensures alignment on management principles and enables us to deliver consistently and successfully no matter where we operate around the world.

The CGI Corporate Social Responsibility value is defined in our Management Foundation alongside other fundamentals to guide our actions, both globally and locally, as an organization and as members.

ISO 9001 CERTIFIED OPERATIONS	CGI Constitution				Enterprise Policies and Processes						
	Dream	Vision	Mission	Values	Code of Ethics	Organization, Governance, and Evolution	Human Resources	Finance and Investment	Security and Data Privacy	Quality System	
	Strategic Directions and Operational Planning		Range of Services		Managing for Excellence	Marketing, Client Relationship, and Business Development	Engagement Risk Management	Innovation and Intellectual Property	Mergers and Acquisitions	Management Frameworks	
	Client Partnership Management Framework							Member Partnership Management Framework		Shareholder Partnership Management Framework	
	Proposal	Contract	IT Management Best Practices Engagement Governance		Delivery	Closing		Leadership Institute		Investor Relationship Management	
	Methods and Tools								Assignment Performance Management and Career Planning		Disclosure Guidelines
	Consulting, System Integration, and Development		Application Management	Technology Operations Management		IP-based Business Process Management		Recruitment Orientation and Integration Team Meetings		Investor Communications	
Client Satisfaction Assessment Program							Member Satisfaction Assessment Program		Shareholder Satisfaction Assessment Program		

Ethics

Our commitment

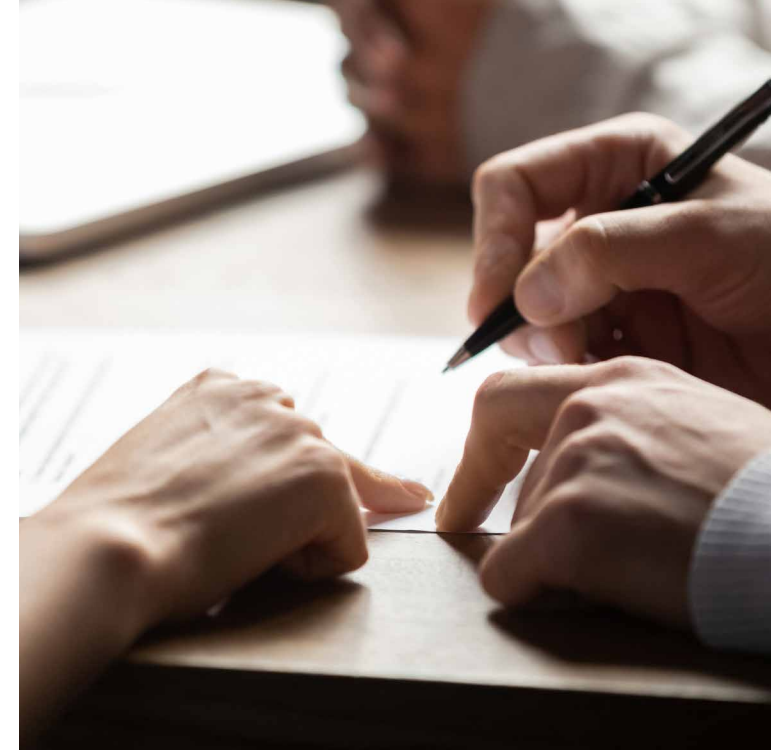
Our Code of Ethics and associated policies are integral to our Ethics and Compliance Program, which promotes adherence to the highest standards of ethical business conduct.

We conduct our business ethically and in compliance with the letter and spirit of all applicable laws and regulations. Our Code of Ethics and our Third-Party Code of Ethics outline our expectations for all employees, officers, directors, vendors, contractors, and partners. Upon joining CGI, each member acknowledges the Code by signing the Member Commitment to the Code of Ethics and Business Conduct, and this commitment is renewed yearly. In 2021, 100% of our members re-confirmed such acknowledgement.

We are committed to conducting all activities free from illegal and improper influence and ensuring compliance with all anti-bribery and anti-corruption laws and regulations that may be applicable to our business worldwide (collectively, “Anti-Corruption Laws”). Compliance with the CGI Anti-Corruption Policy is essential at all times by our members, officers, and directors, as well as all third parties who act on behalf of our company.

As part of our onboarding process, new members are required, within the first 30 days of employment, to complete mandatory ethics compliance training, including anti-corruption training. In 2021, 100% of our members completed the annual refresher trainings, and in 2022 we will deploy a new combined compliance refresher training that will cover security, ethics, and data privacy. This combined training will be refreshed and rolled out on an annual basis.

Any member or third party who witnesses, experiences, or suspects a situation at work that violates our Code of Ethics or breaks a law can use our ethics hotline to report incidents. These include, but are not limited to, harassment, bribery, forgery, insider trading, conflicts of interest, financial fraud, data privacy or intellectual property violations, and theft. Our confidential ethics reporting hotline is provided by a third party and allows our members and third parties to remain anonymous when reporting an incident.





Ethics

Our policies

Code of Ethics and Business Conduct

- Prescribes the highest standards of ethical conduct in all the following areas:
 - Members' conduct and behavior
 - Integrity of books and records, and compliance with sound accounting practices
 - Confidential information and intellectual property based on the highest standards of ethical conduct
 - Conflicts of interest
 - Laws, statutes, and regulations
 - Member, client, investor, and media relations
 - Community activities, and political and public contributions
- Highlights situations that members may face in their duties and provides the basic principles to guide their actions
- Applies to all CGI members, officers, and directors

Third Party Code of Ethics

- Provides specific ethical standards expected of all CGI third parties
- Helps CGI third parties to understand the CGI commitment to unyielding integrity and the standards of business conduct
- Applies to all CGI third parties, except to firms that have implemented or are otherwise subject to comparable rules of ethical conduct

CGI Anti-Corruption Policy

- Describes steps to prevent risk and ensure the proper handling of any issues related to bribery and corruption
- Outlines general requirements and procedures for each risk area
- Applies to all CGI members, third parties, officers, and directors

Ethics Reporting Policy

- Describes the policy and measures implemented by CGI with respect to reporting ethical incidents
- Describes the investigation process
- Applies to all CGI members, third parties, officers, and directors

Insider Trading and Blackout Periods Policy

- Designed to prevent improper trading in the securities of CGI and the improper communication of privileged or material undisclosed information
- Applies to all CGI directors, officers, and members

Ethics

Risk management

Third-party management process

Our Third-Party Management Framework sets clear principles and processes by which any third party engaged with CGI is subject to due diligence, namely on financial risk, capacity and capability, security, corporate social responsibility, and past performance, when available. A Third-Party Due Diligence Materiality Rating checklist must be completed as soon as the requirement for a third party is identified. When a third-party supplier is deemed high risk, an independent risk assessment is initiated.

In addition, our procurement policy establishes rules for contracting with such third parties, including subcontractors, third-party providers, and freelancers. The policy mandates that all CGI norms and standards be applied to all types of third-party engagements or contracts to adhere by our standard baseline in terms of code of ethics, cybersecurity, privacy, service quality, and stability.

Engagement Risk Management (ERM)

Principles

- Full accountability and responsibility at the operational units to implement and leverage risk-management processes, and consistent follow-up on risk-mitigation activities
- Leveraging the full capability of CGI in the mitigation of risks and resolution of issues with visibility at all operational levels up to CFO, CEO, and the Audit and Risk Management Committee of the board of directors
- Independent assessment in support of operational units to proactively manage engagement risks and assist with the mitigation of challenges
- Continuous and proactive risk oversight through disciplined monitoring, and management of operational risks and mitigation strategies throughout the entire engagement lifecycle
- Consistent application of lessons learned and recommended practices from across CGI through interactive coaching
- Efficient pre-emption or recovery of challenging engagements through active support at all operational levels up to CFO and CEO

Fraud and Corruption risk management

Each year CGI conducts a detailed fraud and corruption risk assessment exercise covering all locations, operational units, and corporate functions. The potential for significant risk is reviewed and discussed with executive management, the Audit and Risk Management Committee, and the External Auditor.

Ethics

Reporting

We all have a responsibility to immediately report any of the following:

- Noncompliance of the Code of Ethics
- Suspected violations of the Code or CGI policies
- Known or suspected violation of applicable laws, rules, or regulations
- Observed instances of misconduct or pressure to compromise our ethical standards

We maintain clear and accessible reporting processes for anyone to voice a concern. We apply the following principles to all ethics investigations:

Compliance — We are committed to upholding our duty to investigate matters in a timely and thorough manner and to address wrongdoing within the organization. We do this to ensure adherence to our Code of Ethics and to facilitate compliance with our obligations under the law.

Protection against retaliation — We are committed, through our anti-retaliation policy, to support and encourage our members to file reports of actions that may violate our Code of Ethics. Any form of retaliation against a member who files a report, in good faith,

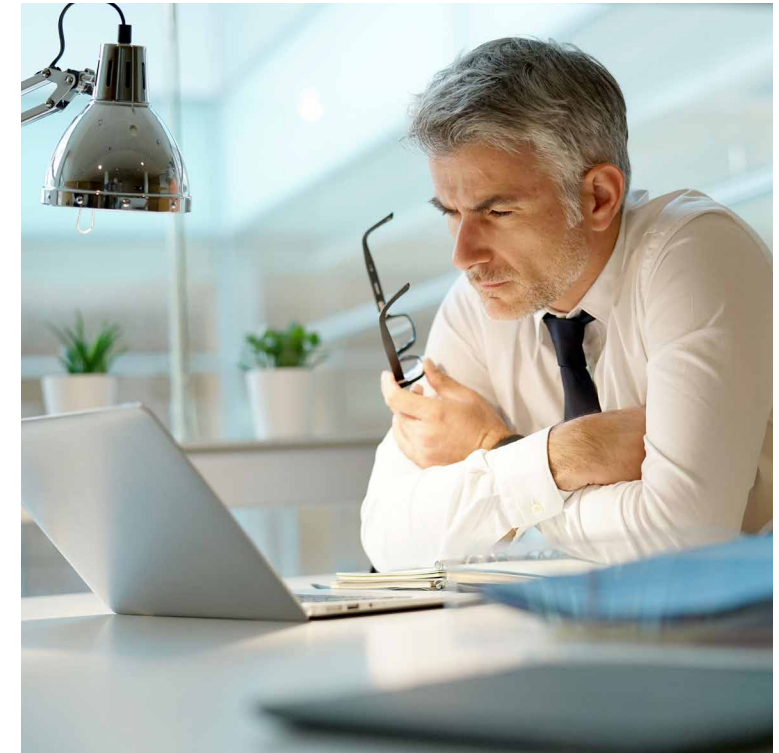
or who cooperates in an investigation of a reported violation will constitute a serious violation and not be tolerated, even if it is subsequently determined that the report was inaccurate.

Confidentiality — We are committed to treating all reports in a confidential manner and will only disclose to the extent necessary to ensure compliance with our legal obligations and to facilitate a thorough investigation.

Conflicts of interest — We are committed to ensuring that any member with a conflict of interest, whether actual or perceived, with respect to a report, is prohibited from participating in the investigation of that report or in the determination of any related remedial or disciplinary actions.

Reports can be made openly, confidentially, and anonymously, as allowable by law, through any of the following reporting channels:

- Any manager or any other individual in our management chain or leadership team
- Any member of the HR department or the CGI legal team
- Any officer of CGI, especially when mandated by the Codes
- Our Ethics and Compliance hotline (ethics@cgi.com)



Ethics

Overview of ethics & compliance program

2021 achievements

We continue to maintain a strong ethics compliance in the workplace. In addition we successfully completed a global mapping exercise by which any local adaptation to corporate policies related to the Code of Ethics was identified and assessed so that we could determine risks and recommend actions to address them. The goal of this exercise was to promote the adoption of a cohesive set of local adaptations of Code of Ethics policies across all CGI business units to ensure standardized outcomes for all CGI members. A cohesive framework of local adaptations helps build a solid reputation by promoting a positive corporate culture.

In addition, we rolled out revised Corporate Ethics Investigation Guidelines to ensure consistency in our investigation processes and to add on to basic investigation principles that must be adhered to across all CGI locations.

Programs in place



Human rights

Our commitment

In our own activities and throughout our supply chain, we are fully committed to respecting human rights in accordance with United Nations, guidelines and in alignment with our company values. We draw our understanding of these rights from the Universal Declaration of Human Rights and have furthered our commitments by adding our signature to the United Nations Global Compact.

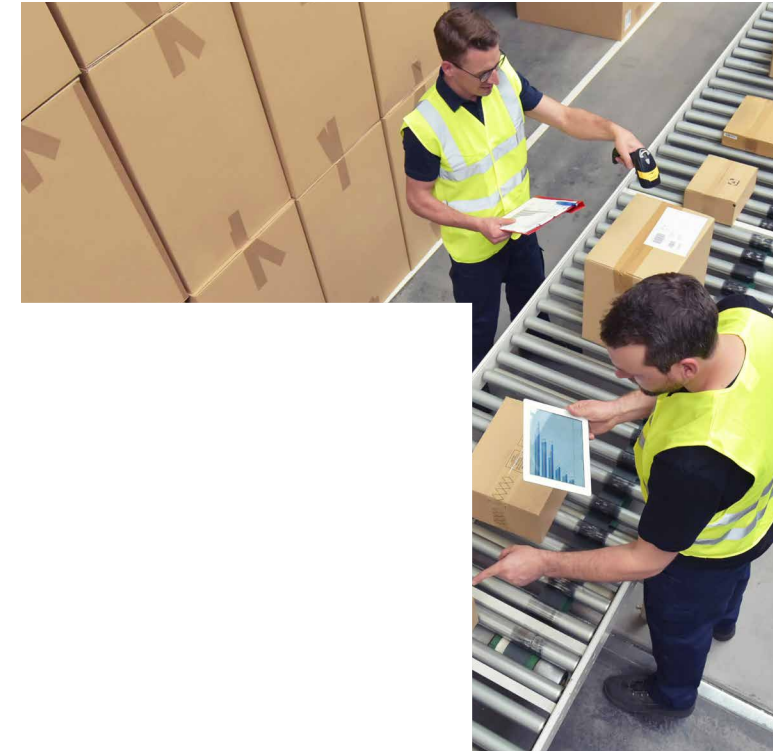
As a people-oriented company with 80,000 members, as a global company in a variety of countries with diverse cultures and local regulations, and as a buyer with more than 10,000 suppliers in our supply chain, we recognize human rights to be fundamental. The majority of our employees are highly skilled and are contracted directly by CGI, which greatly reduces the risks of using modern slavery, child labor, or forced labor within our own work.

To uphold our commitment to equality, anti-harassment, and anti-discrimination, both within and outside the company, we must maintain awareness of risks to the human rights of members belonging to marginalized groups. We also recognize privacy as a human right in management of data for our people, customers, suppliers, and partners.

Our policies

Our Code of Ethics for our members and our Third Party Code of Ethics for our suppliers are based on the values and philosophy that define our Human Rights statement and have successfully guided us since 1976. They express that *“Every person has the right to equal treatment with respect to employment and the right to be free of discrimination because of race, ancestry, place of origin, color, ethnic origin, citizenship, religion, gender, sexual orientation, age, pregnancy, record of offences, marital status, social conditions, political beliefs, language, veteran status (U.S. only), family status, disability, or means used to overcome a disability.”* This statement is reinforced by our specific policies on equal opportunity, anti-discrimination, anti-harassment, and modern slavery.

As described in our Ethics Reporting Policy, the procedure for reporting any breach or violation of these policies within our own operations or in our supply chain is to submit a report online or via text or email ethics@cgi.com or call the toll-free Ethics Hotline. The Ethics Hotline is an incident-reporting system managed by an independent third party mandated by CGI to ensure anonymity of all incident reporters, if they choose to remain anonymous, and confidentiality of all reports submitted.



Human rights

Risk management

Our human rights risks related to our own activities are identified and assessed through an annual survey, the Member Satisfaction Assessment Program, that is available to all members and reaches approximately 25% of our members each quarter. Additionally, we conduct external surveys through independent third parties such as the Great Place To Work Institute (Canada) and Top Employer (Belgium, Canada, Finland, Germany, India, the Netherlands, Sweden, and the UK).

Our supplier due-diligence process is designed to ensure that suppliers can deliver high-quality service to our clients while meeting our high human rights standards. This due diligence includes a thorough risk materiality rating checklist that covers the supplier's type of operation, number of employees, location of business operations, and whether the supplier has been the subject of negative publicity. This checklist helps us identify higher risk suppliers that require further due diligence. Suppliers identified as high risk are requested to undertake a more detailed assessment through EcoVadis, a specialist sustainability ratings agency that we have been working with since 2017.

2021 programs and achievements

- One important potential exposure in our supply chains is modern slavery, and therefore our focus in 2021 was to provide a targeted mandatory training for our global procurement team on modern slavery. The training included a presentation from external subject matter experts, and covered the International Labour Organization (ILO) indicators of forced labor, the requirements of the UK Modern Slavery Act, how to consider modern slavery risks in procurement, and relevant CGI policies and practices, including how to respond to suspected cases of modern slavery.
- Through our annual Code of Ethics training, employees were trained on preventing human rights violations. Additionally, some regions have developed location-specific human rights trainings.
- We promoted wage equality in the workplace and a gender-inclusive environment.
- We took measures to integrate employees with disabilities.

Procurement

As a global company operating in 40 countries, we understand our duty to work with suppliers who are environmentally and ethically responsible throughout their overall operations. We are committed to embedding sustainability principles in our procurement policy.

We are particularly aware that our clients want to work with a partner who understands its responsibility and implements responsible procurement practices, such as a global procurement policy and a Third Party Code of Ethics. Commencing with fiscal year 2021, any supplier of goods and services now agrees by default to our code of ethics.

2021 programs and achievements

In 2021, we took a number of actions to strengthen the mechanisms that limit risks in our supply chain.

- Every member of our global procurement team has participated in modern slavery training, including content from external subject matter experts covering the International Labour Organization, indicators on forced labor, and the requirements of the UK Modern Slavery Act.
- This year, we also began a complete review of our supplier due diligence processes. All of our new suppliers are now required to answer a Corporate Social Responsibility (CSR) questionnaire on their social and environmental practices. Based on the results of the questionnaire, we may ask suppliers for a more detailed assessment, with our external third-party partner EcoVadis.
- We have strengthened our risk mitigation plan by focusing priority actions on a group of 250 significant suppliers. These suppliers represent those we've done the most business with over the last three years.

- By 2025, our target is to have 70% of these significant suppliers assessed every two years by EcoVadis on their social and environmental performance, business ethics, and sustainable procurement. As of 2021, 51% are already being assessed.
- Finally, we recognize the need for an effective alert mechanism. We have structures in place for reporting any breach or violation of these policies within our supply chain as described in our Ethics reporting policy. This incident reporting system is managed by an independent third party mandated by CGI to ensure anonymity and confidentiality of all reports submitted.



Data privacy

As a global IT and business consulting services organization, CGI is committed to maintaining levels of protection of personal data aligned to best practices in the industry. These practices comply with the requirements of applicable data protection legislation and our contractual obligations.

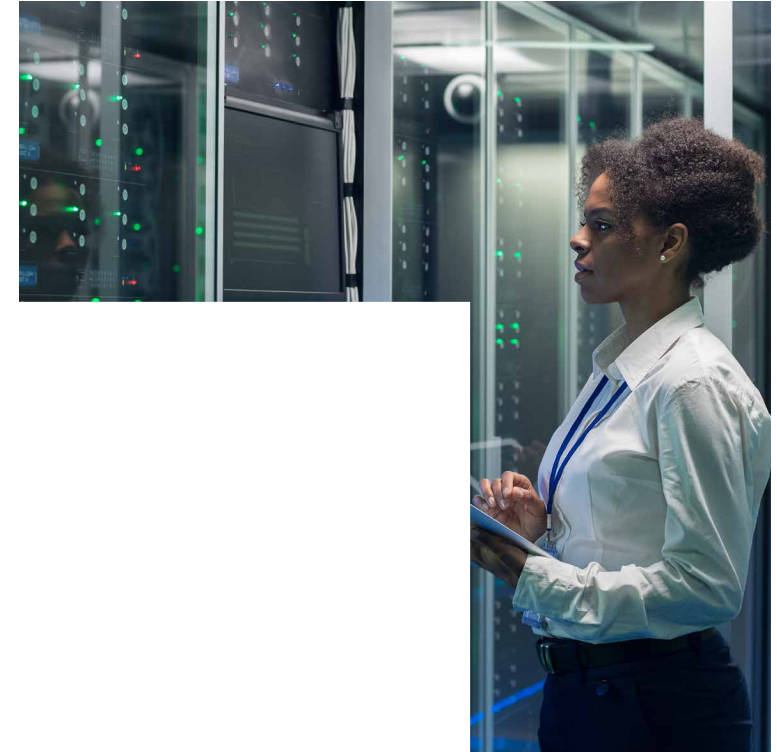
We are committed to processing personal data at the same level of protection, whether we process personal data for our own needs or for the needs of our clients or any third party.

As part of this commitment, we require our members and any third party engaged by CGI or providing goods and services to CGI (including third-party suppliers, subcontractors, and freelancers) to take appropriate measures to safeguard personal data in the execution of their functions.

The CGI Data Privacy Policy principles are inspired by the highest standards of applicable data-protection legislation and are binding for all CGI legal entities (excluding CGI Federal Inc.) and members regardless of their location, as well as third parties engaged by us. The implementation of CGI Data Privacy Policy requires all CGI legal entities, members, and any third party to fully participate in its application, without exception.

We have designated a Chief Privacy Officer (CPO) to oversee our global data protection strategy, enterprise-wide data protection policies and procedures, and data protection regulatory compliance. We have also designated a network of Privacy Business Partners who may also be appointed as Data Protection Officers in accordance with applicable data protection legislation.

[+ Learn more](#)



An interview with Lucille Bonenfant

Chief Privacy Officer

In 2021, CGI received the approval of its Binding Corporate Rules (BCRs). Why is it so important?

The approval of our controller and processor [Binding Corporate Rules \(BCRs\)](#) by the French Supervisory Authority on July 22, 2021 is a very strong achievement we are very proud of. The approval process required a thorough and conclusive review by all European data protection authorities in accordance with the consistency mechanism set out in the General Data Protection Regulation (GDPR). CGI is one of only a few companies to have received this approval since the GDPR came into effect on May 25, 2018. This approval demonstrates to our stakeholders that we apply the highest privacy standards when processing EU resident data and have an industry-leading program for complying with data privacy laws. We take pride in this achievement, reinforcing our commitment to personal data protection at every level of the organization.

What other important data privacy milestone did CGI achieve in 2021?

The second one is the **UKAS accredited ISO 27701 certification achievement**. As part of our suite of international certifications, we have enhanced our existing information security management system to meet the additional requirements of ISO/IEC 27701:2019 to include all elements of data protection, whether we are acting as processor or controller. This certification demonstrates that CGI UK has a proactive approach to personal data protection, policies, and processes aligned with our management system, security requirements applicable to the processing of personal data, and employees with knowledge and experience to handle personal data securely.

What are your next priorities?

First of all, we have the project to deploy ISO 27701 to our business globally over the next three years. We also want to develop a further implementation of our BCRs at every level of our organization and in each relevant client engagement and internal project. We also want to set up a global PC clean-up project to prevent data loss.

“We take pride in the approval of our controller and processor binding corporate rules.”



Lucille Bonenfant
Chief Privacy Officer

Data privacy

Compliance and risk management

Assess risks and requirements as part of our commitment to clients

- Any new project, service, or product that involves processing personal data on behalf of our clients is assessed using our Data Privacy and Security Checklist.
- When acting as data processor, we will process personal data only if it is strictly required and always following the data controller's written instructions. The instructions are followed with respect to the nature, method, purpose, and duration of processing, as well as the operational and technical measures required to prevent accidental or unlawful destruction, loss, alteration, disclosure, or access to personal data. Any commitment is expressly reflected in our client agreements.

Apply third-party controls

- Whenever we rely on third parties to process personal data, we ensure that the third parties provide an adequate level of protection in alignment with applicable data protection legislation.

- The flow of data-processor contractual commitments or other obligations toward our client is reflected in all third-party agreements.
- We conduct regular due diligence and assessments of privacy and security risks with all third parties we engage with. We do this to establish the corporate capabilities and maturity of the third parties with respect to security and data protection.

Data transfer

- When acting as a data controller or data processor, we will transfer EU personal data in accordance with the GDPR and our own binding corporate rules. The rights of data subjects remain the same no matter where their personal data is processed. When we act as data processor, we require prior specific or general consent in writing from the data controller before initiating the transfer.
- All transfers of personal data shall take place in accordance with any applicable data protection legislation.

Implement technical and organizational measures

- To guard against unlawful access and processing of personal data, we ensure that the measures in place to protect data are at least equivalent to those prescribed in our security standards.

- Limitations are imposed on access to personal data as a protective measure, replicated both for our internal activities and those of any third party engaged in processing on our behalf. These measures are then reinforced through contractual agreements.
- We will set out any additional data privacy and security measures required during our mandatory risk reviews and associated approval process.

Undertake member awareness and training

- We require and monitor mandatory global privacy training (privacy fundamentals and record management rules) for all members and contractors.
- To prevent incidents involving personal data, we clearly and regularly communicate to members our business requirements for handling personal data in any form and for anyone we work with.

Manage our records securely

- As per applicable data protection legislation, we keep and maintain all necessary records related to personal data processing, including risk assessments. We share only the necessary information with supervisory authorities who have appropriate jurisdiction.

Data privacy

Remediation alert mechanism

CGI has a mature, standards-based security incident response and management process designed to handle all phases of a security incident. Members' responsibilities are clearly defined at all levels. Incident assessment and prioritization standards are followed to ensure appropriate engagement levels and timely resolution. Incident records are maintained and reported to senior management as required. High-priority incidents are managed through our Global Security Operations Center (SOC), where highly-trained, full-time incident-response professionals are available 24 hours a day, seven days a week. Our Data Privacy team is immediately engaged in the incident management process whenever personal data is suspected to be involved.

If we reasonably believe a security breach has occurred, leading to the accidental or unlawful destruction, loss, alteration, unauthorized disclosure of, or access to personal data transmitted, stored, or otherwise processed, CGI will provide security-incident notification and status updates to the relevant data protection authority, data subjects, and the controller, in accordance with applicable data protection legislation or any other applicable local laws.

Similarly, if a personal data breach is identified by a third party engaged by CGI, the third party must inform CGI as described in the relevant agreement.



Security

Our commitment

We are committed to executing holistic, risk-based security and data protection practices in our daily operations to protect CGI, our reputation, and our clients, members, and shareholders.

At CGI, security is a mandatory business requirement that is essential to building and maintaining trust with our three stakeholders: clients, members, and shareholders. It is also key to establishing CGI best practices that comply with our contractual obligations and meet or exceed the requirements of applicable security and data privacy laws and regulations. Ultimately, security is essential to bringing value to our clients and strategic business partners by providing reliable and secure services.

With this in mind, our business continuously addresses current and future security threats and challenges at all levels. We optimize CGI security investments by growing our capabilities while maximizing automation and technologies. As a result, the Global Security organization has become a trusted partner, supporting business units and corporate services to foster a culture of security by embedding security in everything we do. In terms of governance, we have a global security organization led by a Chief Security Officer (CSO) reporting directly to senior executive management at the global level.

Reporting to the CSO, Centers of Excellence (CoE) support the global security organization at the corporate level, ensuring our security program is maintained and continually improved. CoEs are composed of multidisciplinary employees acting as experts for different subjects, including risk management, compliance and assurance, security architecture, business continuity, physical security, insider risk, training, crisis management, and workforce protection.

We also have a dedicated Global Security Operations Center (GSOC) that provides ongoing security monitoring, incident management, threat intelligence, threat management, and forensic investigation. The GSOC continuously monitors our network and critical assets in geographies where we operate. The GSOC also provides ongoing proactive testing of our network to evaluate the performance of controls against any current cyber-threats.

Finally, every Strategic Business Unit (SBU) has a security leadership team in place to ensure that the program operates throughout our delivery lifecycle. These security leadership teams are the primary point of contact for global security within the SBU and are responsible for executing global security strategy at the SBU level while supporting local business objectives.

Our policy

Our holistic and risk-based security program:

- Puts in place protection aligned with the significance of the risks, including for information security, data privacy, physical security, people safety, intellectual property, and business continuity
- Integrates security requirements and adapts to address current and new threats while supporting our operations and technological evolution
- Allows us to leverage industry-recognized security standards and certifications to build and maintain trust with our clients, members, and shareholders while complying with laws and regulations

The key component of the CGI Security Program is the Enterprise Security Management Framework (ESMF). We leverage ESMF based on recognized industry standards (ISO 27001, NIST, COBIT, CIS, etc.) used across the global organization to protect the information assets, technologies, facilities of CGI and our clients, as well as our members and shareholders. The ESMF is supported by our security policies, standards, and controls that comprise our Security Baseline. It is implemented through our processes, practices,



Security

services, and solutions. ESMF requirements are applicable to third parties working on behalf of CGI. Under ESMF, technical and organizational measures are defined on a risk-based approach to address situations where we hold responsibility and accountability for personal data processing.

Our Security Baseline is the default standard applied and agreed to by both CGI and our clients. In some cases, clients may agree to strengthen the level of security to take into account specific requirements (risks, regulations, etc.) by defining additional security measures within our contracted services.

As part of ESMF, we have information security policies and standards covering a wide range of security topics aligned to industry best practices. Our Security Policies and Standards apply to information assets within CGI internal, multiclient environments, and when applicable, client-dedicated environments. Policies and standards cover areas such as access control, data management, human resources, operations, application development and maintenance, cybersecurity controls, third-party management, physical security, business continuity, and people safety.

Our Security Policies and Standards are reviewed, updated, and modified when significant changes occur or, at a minimum, annually. Changes to policies and standards are based on security and business conditions, including emerging threats, new client needs, changes in technology, and evolving legal and regulatory requirements. All changes follow our established governance processes for lifecycle management and include executive management approval.

Third-party suppliers (including vendors) and subcontractors are also bound by our Security Policies and Standards in addition to any other security controls included within contractual agreements between CGI and our clients and partners.

Risk management

The Security Risk Management Process is a core process within the ESMF that provides comprehensive visibility of security risk exposure, ensuring its alignment to CGI risk tolerance as defined at the global level. Business unit leaders have overall accountability for security risk management strategies and plans, ensuring protection of all information, assets, systems, resources, and facilities in line with our risk tolerance. Our security leadership team supports business unit leaders by ensuring risks

are assessed at regular intervals and during times of significant change, including acquisitions, integration, and business development. The security leadership team also ensures that mitigation plans are reviewed, implemented, and measured for effectiveness.

To improve our risk management, we use the Three Lines of Defense model that provides a framework to enhance the way we identify and address risks. The model defines three lines of defense, each of them having clear roles and responsibilities:

- The first line of defense is the function that owns and operates the risk. For example, business units or security business partners.
- The second line of defense is the function that oversees risks and provides the framework to manage risks. For example, the Chief Security Officer or Global Security CoEs.
- The third line of defense is the function that provides independent assurance. For example, the Internal Audit function.

Security

Other stakeholders include:

- **Governing body and committees.** The board of directors or equivalent bodies are essential to providing overall direction and ensuring the Three Lines of Defense model is properly followed.
- **External auditors.** Regulators, or external bodies, that reside outside CGI can be considered an additional line of defense because they also provide independent assurance although typically with a limited scope.

As a key component of the Enterprise Security Management Framework (ESMF), the Global Security Compliance Process is in place to verify that ESMF-defined security policies, standards, and processes are followed across CGI and by third parties. Compliance Management provides the mechanisms, methods, and activities for tracking and measuring compliance on a continuous basis, validating control effectiveness, identifying non conformities across CGI business units, and defining proper remediation activities to mitigate risks accordingly. Compliance Management also leverages all activities for security compliance assessment performed by other groups within CGI. The ultimate objective of ensuring compliance is to manage and mitigate risks.

Compliance and assurance activities involve periodic self-assessments conducted by the first and second line of defense, audit activities and assessments, and automated scans of our infrastructure to identify vulnerabilities and ensure timely remediation. Comprehensive Security Maturity Assessment exercises are also conducted on a periodic basis to assess global security capabilities and maturity levels. These exercises leverage Information Security Forum and National Institute of Standards and Technology benchmarks. Combined with the result of risk assessments, these benchmarks allow us to identify priorities and continuously evolve our Security Program.



Remediation alert mechanism in place

We implement a global-security incident-management process to handle all phases of security incidents. Responsibilities are clearly defined at all levels and priorities are established to ensure the timely resolution of incidents. Records of incidents are maintained and reported to senior management and high-priority incidents are managed through our Incident Management Centre (IMC), which coordinates with and escalates to all required parties based on priority. Collection and preservation of evidence are observed throughout the process.

Our incident management teams provide security-incident notification and status updates to clients, authorities, and individuals as required by local legislation that is generally applicable to IT service providers and as agreed to in the client contract. Incident simulation exercises are periodically performed when needed to ensure the process works as expected.

Security

Programs in place

Security initiatives are defined and prioritized based on a risk-based approach that takes into consideration several factors, such as client and regulatory requirements, internal insights, evolution and complexity of cyber threats, and industry trends and best practices. Priorities are focused on supporting business evolution and efficiency while mitigating risk and adhering to our internal framework.

Key initiatives and programs focus on pandemic and crisis management, enhancing information protection, increasing visibility of vulnerabilities and evolving cyber threats, and strengthening security around cloud operations.

Key 2021 achievements

- Pandemic and crisis management activities to ensure member health and safety
- Improved guidelines and awareness for secure remote working
- Improvement of our email phishing program by improving feedback, enhancing training, and increasing complexity of simulations
- Enhancement of our security awareness sessions to include additional topics
- KPI development to improve security performance reporting to executives
- Increased visibility of cybersecurity threats
- Enhanced assessment of third-party security risks

A key aspect of the Enterprise Security Management Framework (ESMF) is the measurement of performance and effectiveness, so operational and executive dashboards are in place to ensure performance is continuously tracked.

UK

Making cyber-security fun

To help students and businesses understand and prepare for cyber-attacks, the CGI UK Cyber Security team has developed the CGI Cyber Escape experience. This fun and interactive escape room game tasks small teams with uncovering clues and solving puzzles before time runs out, delivering important lessons on protecting privacy, creating strong passwords, navigating social media, and other critical skills.

Safely built inside a shipping container, the experience will be traveling to schools, colleges, and businesses across the UK, and can also be visited at CGI locations.

[+ Learn more](#)



Risk management

Overview

The CGI Enterprise Risk Management process assures that risk is managed effectively across our company and that any significant risks are reported at the enterprise level. Through this process, we systematically address the business risks applicable to our operations that could affect our ability to achieve our business objectives.

Taking risks in accordance with our strategy is part of doing business and is necessary to achieving our objectives and delivering value to our clients, members, shareholders, and the wider community. Effective risk management is essential to the consistent achievement of our strategic and operational objectives. It is a fundamental aspect of good business management and intrinsic to the CGI Management Foundation.

CGI's Management Foundation is a common and systematic set of frameworks, processes, and procedures that apply across all units and functions, which support the monitoring and implementation of risk management principles. The Enterprise Risk Management approach provides increased risk awareness and effectiveness in managing risks. Consistency and transparency allow for comparison across the company and enable a portfolio view that can be reported to the CGI Board of Directors.

All business units and functions must actively anticipate, manage, and monitor the evolution of their risks, use opportunities, and contain potential threats. Independent from operational management, we have processes to facilitate and coordinate the risk assessment and monitoring process in a way that is effective and consistent across the business. We also have processes to provide reports to the Audit and Risk Management Committee on our most material risks as well as the overall risk posture.

Integrated approach for assessing and managing enterprise risks

Enterprise risks are assessed on an annual basis and aligned with the timing of our strategic planning process. They are continuously monitored by operational management and are formally reassessed each quarter.

Each assessment employs a structured and systematic enterprise risk assessment and monitoring approach, as well as a common set of terminology (the "CGI risk universe"). This includes risk headings and guidance covering all risk areas, such as our sustainability objectives, external climate-related physical and transition risks, and environmental regulation. The risk assessments include all aspects of the business and all stakeholders, and cover all time horizons.

Each risk heading is assessed on defined scales of likelihood of occurrence, potential impact on objectives, and timeframe, along with qualitative descriptions of risk identification, mitigation, and monitoring. The combination of impact and likelihood results in a classification of each risk's significance.

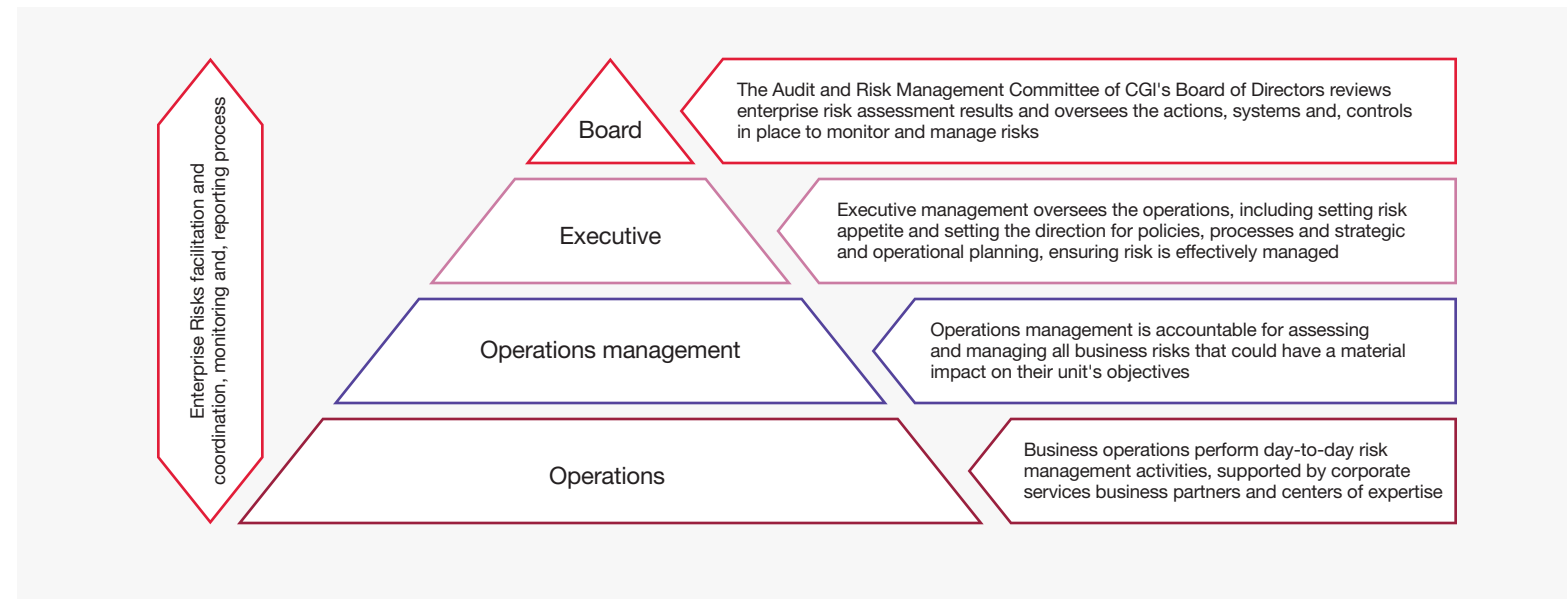
Risk management

The risk assessments and risk treatment plans are reviewed at an appropriate level of management based on the scope and potential impact (business unit or Strategic Business Unit Management Committee, Executive Committee, or board of directors).

Significant and emerging risks, including climate-related risks and issues, are reported to our board of directors through the Audit and Risk Management Committee as required, at a minimum of once per quarter. We disclose in our public filings risks that could affect investors or the long-term sustainability of the enterprise.

Each business unit develops a risk-treatment plan for any significant risk identified within its scope. This plan is included in that business unit's annual business plan (regardless of the risk's time horizon) and reflected in the overall rolling strategic plan when appropriate. Documented guidance provides strategies to reduce the likelihood or potential impact, transfer the risk, avoid or stop the activity leading to the risk (including on a precautionary basis), or accept the risk on the grounds that existing controls are deemed appropriate.

More generally, the insights on risks and opportunities gained during the risk assessment process, along with insights gathered from all stakeholder groups (shareholders, clients, and members), inform annual and longer-term strategic business planning.



All risks and uncertainties we assess are detailed in our Management's Discussion and Analysis document ([p.58 F2021 Annual Report](#)) including external risks, such as natural disasters and climate change, and their effect on our clients and our business.

Performance

The Performance section of this report highlights our non-financial indicators as well as the recognition we have received for our corporate social responsibility accomplishments.



Recognition



68/100
Top 5%
Industry average score: 45
Gold rating since 2018



In collaboration with
57/100
Industry average score: 34/100



DISCLOSURE INSIGHT ACTION

Management level – Score of B-
Industry average score: C



FTSE4Good

3.3/5
Industry average score: 2,2/5
We have been included in the FTSE4Good Index since 2002. The Index measures the financial performance of companies that meet internationally recognized standards of corporate social responsibility.



Intertek

Our operations in Czech Republic, Finland, France, Netherlands, Portugal, Slovakia, Spain, Luxembourg, Sweden, and the United Kingdom are ISO 14001 certified for an effective environmental management system (EMS).

WE SUPPORT



We are committed to the UN Global Compact corporate responsibility initiative and its principles in the areas of human rights, labour, environment, and anti-corruption.

Awards

People

GLOBAL

- Learning Platform of The Year at the LPI Learning Awards 2021
- Brandon Hall Gold awards for our learning programs

AUSTRALIA

- Work180 Endorsed Employer for all women

CANADA

- Best Workplaces for Women 2021 award
- 2021 Best Workplace™ for Mental Wellness
- Best Workplaces™ in Canada 2021
- 2021 LinkedIn Top Companies in Canada list
- 2nd place for the 2021 Distinction Award by The Healthy Enterprises Group

FINLAND

- Act of learning award in eEemelin competition for our STEM program

INDIA

- DivHERsity Award
- CSR Leadership Award 2020

PHILIPPINES

- Circle of Excellence award

SWEDEN

- 1st place in equal working conditions for men and women in the IT industry

UK

- STEM Wales Company of the year award
- Princess Royal Training Award
- Centre of Excellence in Well-being

U.S.

- Global Business Alliance award for K-12 STEM@CGI At Home program
- 2021 Early Talent Award winner in Professional Services by Handshake
- Top Veteran-Friendly Company by U.S. Veterans Magazine
- Perfect Score on HRC Foundation's Corporate Equality Index
- Named one of America's Best Management Consulting Firms by Forbes

Communities

FRANCE

- Trophée ESG for the ESN category for the solidarity platform

INDIA

- ASSOCHAM's CSR and NGO Award

Responsibility

AUSTRALIA

- Cyber Essentials Plus certificate

UK

- Innovation in Cyber Award finalist by The National Cyber Awards

Partnerships

People

CANADA

- Pride at Work

FINLAND

- Women in Tech

FRANCE

- Chaire Good in Tech
- La Handitech

GERMANY

- Diversity Charter initiative

UK

- Aspire 2Be
- Smart DCC

Communities

CANADA

- Fill it Forward

FINLAND

- Planet Company

FRANCE

- Handitech Trophy
- Planète Urgence

UK

- Business2Schools
- Salford Foundation
- Avado – FastFutures
- Social Mobility Foundation

Climate

CANADA

- Carbon Neutral Technology Corp.

FINLAND

- Finnish Business & Society (FIBS)
- Technology Industries of Finland
- European Green Capital 2021 Lahti
- Helsinki Climate Partners

FRANCE

- Alliance Green IT
- Institut du Numérique Responsable
- Better Driving Community with Michelin

NETHERLANDS

- Coalitie Anders Reizen
- Apeldoorn

SWEDEN

- Exponential Roadmap Initiative

UK

- Get Nature Positive
- Project Seagrass



Performance data tables 2021

The 2021 performance data tables are aligned to the Sustainability Accounting Standards Board (SASB) used by the software and IT services industry and to the Global Reporting Initiative (GRI).

CGI AT A GLANCE	F2019	F2020	F2021	Standard GRI / SASB
Revenue	\$12.11B	\$12.16B	\$12.13B	201-1
Operating expenses	\$10.28B	\$10.30B	\$10.18B	201-1

PEOPLE	F2019	F2020	F2021	Standard GRI / SASB
MEMBERS				
Global headcount	77,500	76,000	80,000	102-7
Permanent members	96.5%	96.9%	96.6%	102-8
Members in the Ownership Program SPP ¹	85%	85.9%	85%	405-1
TRAINING AND DEVELOPMENT				
Hires from member referrals	29.4%	27.0%	31%	
Average hours per member for training and development	49.17	50.2	50.14	404-1
Members who received regular performance and career development reviews	100%	100%	100%	404-3
Members who received career or skill-related training	100%	100%	100%	404-2
Members who received training on Ethics	100%	100%	100%	102-16 / 205-2
Members who received training on Information Privacy	97%	100%	97.2%	
Members who received training on Security Awareness	100%	100%	100%	
Average tenure in years	6.9	7.3	7.3	

¹ SPP: Share Purchase Plan



PEOPLE	F2019	F2020	F2021	Standard GRI / SASB
DIVERSITY, EQUITY, AND INCLUSION				
Women in headcount	33.2%	33.1%	33.4%	405-1 / TC-SI-330a.3
Women in leadership	13.6%	17.4%	26.1%	405-1 / TC-SI-330a.3
Women SBU presidents	13%	22.2%	33.3%	405-1 / TC-SI-330a.3
People with disabilities	not measured	not measured	2.6%	405-1 / TC-SI-330a.3
MEMBERS SATISFACTION ASSESSMENT				
	SCORE (SCALE OF 10)			
Overall members satisfaction	8.15	8.39	8.58	404-3 / TC-SI-330a.2
Working environment in which to build a career	7.90	8.20	8.44	404-3 / TC-SI-330a.2
Training and development	7.77	8.06	8.31	404-3 / TC-SI-330a.2
Being treated with respect	8.36	8.62	8.83	404-3 / TC-SI-330a.2
HEALTH AND WELL-BEING				
Number of members using Oxygen Portal	51,738	47,784	46,859	
Members using our health and well-being resources and advice on a monthly basis	not measured	not measured	63%	
Number of Applauds (peer-to-peer recognition program)	24,989	44,029	54,526	
Permanent employees participating in health care	100%	100%	100%	401-2 / 403-8
EDUCATIONAL PROGRAMS				
Beneficiaries	7,864	44,664	111,692	413-1
Volunteer instructors	339	716	1253	413-1
Programs delivered	74	205	460	413-1



COMMUNITIES	F2019	F2020	F2021	Standard GRI / SASB
ENGAGEMENT				
Hours of participation in paid/unpaid volunteering	16,450	22,797	48,220	413-1 / 201-1
Members participating in pro bono programs and volunteering	1,603	5,811	11,732	413-1 / 201-1
Members in community activities	1.8%	7.6%	14.5%	413-1 / 201-1
Beneficiaries	997,427	1,740,908	919,204	413-1 / 201-1
CLIMATE				
Change in total carbon emission compared to F2014 baseline	-27%	-52%	-70% ¹	305-5
Emission intensity (metric tons of CO ₂ /employees)	1.21	0.81	0.48	305-4
Energy intensity (total energy gigajoule/employees)	12	10	8	302-3
Locations ISO 14001 certified	32%	33%	31%	
CORE CARBON EMISSION BY SCOPE		METRIC TONS OF CO₂		
Scope 1 ²	21,898	16,493	12,196	305-1
Scope 2 ³	36,688	27,670	22,685	305-2
Scope 3 ⁴	34,963	17,657	3,408	305-3
ENERGY				
Energy use at offices (MWh)	145,112	111,642	101,582	302-1 / TC-SI-130a.1
Energy use at data centers (MWh)	104,907	91,056	79,808	302-1 / TC-SI-130a.1
Total Energy Usage (MWh)	250,020	202,698	181,390	302-1 / TC-SI-130a.1
Total energy usage (gigajoule)	900,071	729,713	653,004	302-1 / TC-SI-130a.1
Renewable energy	41%	44%	44%	302-1 / TC-SI-130a.1

¹ This reduction integrates the impact of the COVID-19 pandemic with lower business travel and energy consumption in offices. Data for 2021 differs from that reported in the CSR Report 2020. It has been adjusted to reflect actual data from 2020 rather than the estimates that were originally used.

² Scope 1: CO₂ direct emissions

³ Scope 2: CO₂ indirect emissions from purchased electricity

⁴ Scope 3: CGI accounts for business travel



CLIMATE	F2019	F2020	F2021	Standard GRI / SASB
TOTAL VOLUME OF MATERIAL USED	METRIC TONS			
Volume of paper purchased	139	101	63	301-1
DATA CENTER EFFICIENCY				
Average power usage effectiveness (PUE)	1.61	1.52	1.50	302-5 / TC-SI-130a.1
ELECTRONIC WASTE	METRIC TONS			
Total e-waste generated	194	113	116	306-3
E-waste reused/recycled	82%	93%	90%	306-3
TOTAL WATER CONSUMPTION	MILLION CUBIC METERS			
Total water used	0.197	0.147	0.129	303-5 / TC-SI-130a.2

RESPONSIBLE BUSINESS	F2019	F2020	F2021	Standard GRI / SASB
GOVERNANCE				
Attendance rate at board meetings	100%	98%	99%	102-18
Women on the board	25%	31.2%	29.4%	405-1 / TC-SI-330a.3
Independent board directors	68.7%	75%	76%	102-18
International members of the board	31%	31%	35%	102-18
Average tenure of board members in years	10.69	10.88	11.18	102-18
ETHICS				
Members acknowledging our Code of Ethics	100%	100%	100%	
Number of material confirmed incidents with third parties related to corruption	not measured	not measured	0	205-3
DATA PRIVACY AND SECURITY				
Number of material complaints regarding breaches of customer privacy and losses of customer data resulting in judicial action	not measured	not measured	0	418-1 / 103TC-SI-220a.3
Operational sites with an information security management system (ISMS) certified to ISO 27001	70%	75%	75%	
SUPPLY CHAIN				
Significant 250 suppliers assessed by EcoVadis on environmental and social criteria	not measured	not measured	51%	308-1 / 414-1
Global procurement business partners who received training on human rights	not measured	not measured	100%	412-2
Global procurement buyers who received training by EcoVadis	not measured	not measured	100%	412-2



GRI/SASB Index table

GRI	Disclosure	Description	CSR Report 2021	Other published material	Reason for omission	Sustainable Development Goals (SDG)	Global Compact	Sustainability Accounting Standards Board (SASB)
GRI 101: FOUNDATION 2016								
GRI 102: GENERAL DISCLOSURES 2016								
<i>Organization profile</i>	102-1	Name of the organization	CGI Inc.	• CGI Annual report p. 8			X	
	102-2	Activities, brands, products, and services	CGI at glance p. 4	• CGI Annual report p. 8 • Annual Information Form pp. 6-8			X	
	102-3	Location of headquarters	CGI by the numbers p. 5					
	102-4	Location of operations	CGI by the numbers p. 5					
	102-5	Ownership and legal form		• Annual Information Form p. 1 • Notice of Annual General Meeting of Shareholders and Management Proxy Circular pp. 8-9				
	102-6	Markets served	CGI by the numbers p. 5	• CGI Annual report pp. 8-10 • Annual Information Form p. 7				
	102-7	Scale of the organization	CGI by the numbers p. 5					TC-SI-330a.1
	102-8	Information on employees and other workers	Data table pp. 98-99				8	
	102-9	Supply chain	Supply chain p. 83				12	
	102-10	Significant changes to the organization and its supply chain	Supply chain p. 83				12	X
	102-11	Precautionary Principle or approach	Risk management pp. 92-93					X



GRI	Disclosure	Description	CSR Report 2021	Other published material	Reason for omission	Sustainable Development Goals (SDG)	Global Compact	Sustainability Accounting Standards Board (SASB)
<i>Organization profile</i>	102-12	External initiatives	UN Global Compact UN Guiding Principles for Business and Human Rights UN Standards of Conduct for Business The Universal Declaration of Human Rights International Labor Organization (ILO) Declaration on Fundamental Principles and Rights at Work SDG GRI SASB Greenhouse gas protocol ISO 14001 (environmental responsibility) SBTi (UK)			4, 5	X	
	102-13	Membership of associations	Partnerships p. 97			17	X	
<i>Strategy</i>	102-14	Statement from senior decision-maker	CEO letter p. 3				X	
	102-15	Key impacts, risks, and opportunities	Risk management pp. 92-93					
<i>Ethics and Integrity</i>	102-16	Values, principles, standards, and norms of behavior	Ethics pp. 76-80, Priorities p. 8 CGI's values, principles, standards, and norms of behaviour are reviewed and approved annually by the board of directors, and are subject to training that is mandatory when employees are hired, as well as annual training for all. Each employee must commit to them by signing annually. Our Executive Vice-President of Legal and Economic Affairs and Corporate Secretary is responsible to maintain them. They are available in English and French.	<ul style="list-style-type: none"> • Code of Business Ethics • Third Party Code of Business Ethics • Ethics reporting policy • The CGI Constitution 		16	X	



GRI	Disclosure	Description	CSR Report 2021	Other published material	Reason for omission	Sustainable Development Goals (SDG)	Global Compact	Sustainability Accounting Standards Board (SASB)
Governance	102-18	Governance structure	CSR governance p. 12				X	
	102-19	Delegating authority	CSR governance p. 12					
	102-20	Executive-level responsibility for economic, environmental, and social topics	CSR governance p. 12					
	102-21	Consulting stakeholders on economic, environmental, and social topics	CSR governance p. 12, Stakeholders p. 7			16		
	102-22	Composition of the highest governance body and its committees	CSR governance p. 12	• Board of Directors		5, 16		
	102-23	Chair of the highest governance body	CSR governance p. 12			16		
	102-24	Nominating and selecting the highest governance body	CSR governance p. 12	• Charter of the Board of Directors p. 3 • Notice of Annual General Meeting of Shareholders and Management Proxy Circular p. 56		5, 16		
	102-25	Conflicts of interest		• Charter of the Board of Directors p. 3 • Notice of Annual General Meeting of Shareholders and Management Proxy Circular p. 54 • Code of Business Ethics				
	102-26	Role of highest governance body in setting purpose, values, and strategy		• Charter of the Board of Directors p. 2; pp. 4–6 • Notice of Annual General Meeting of Shareholders and Management Proxy Circular pp. 71-72 • The CGI Constitution				
	102-28	Evaluating the highest governance body's performance		• Charter of the Board of Directors p. 7 • Notice of Annual General Meeting of Shareholders and Management Proxy Circular p. 55				



GRI	Disclosure	Description	CSR Report 2021	Other published material	Reason for omission	Sustainable Development Goals (SDG)	Global Compact	Sustainability Accounting Standards Board (SASB)
Governance	102-30	Effectiveness of risk management processes	Risk management pp. 92-93	<ul style="list-style-type: none"> • Charter of the Audit and Risk Management Committee, p. 9 • Notice of Annual General Meeting of Shareholders and Management Proxy Circular p. 60 				
	102-31	Review of economic, environmental, and social topics	CSR Governance p. 12					
	102-32	Highest governance body's role in sustainability reporting	CSR governance p. 12					
	102-35	Remuneration policies		<ul style="list-style-type: none"> • Charter of the Human Resources Committee pp. 2; 4; 5 • Notice of Annual General Meeting of Shareholders and Management Proxy Circular pp. 20-40 				
Stakeholder engagement	102-40	List of stakeholder groups	Stakeholders p. 7				X	
	102-42	Identifying and selecting stakeholders	Stakeholders p. 7				X	
	102-43	Approach to stakeholder engagement	Stakeholders p. 7				X	
	102-44	Key topics and concerns raised	Stakeholders p. 7					TC-SI-330a.2



GRI	Disclosure	Description	CSR Report 2021	Other published material	Reason for omission	Sustainable Development Goals (SDG)	Global Compact	Sustainability Accounting Standards Board (SASB)
<i>Reporting practices</i>	102-45	Entities included in the consolidated financial statements	About this report p. 115					
	102-46	Defining report content and topic boundaries	About this report p. 115				X	
	102-47	List of material topics	CSR Priorities pp. 8-11					
	102-48	Restatements of information	Data table p. 100					
	102-49	Changes in reporting	About this report p. 115					
	102-50	Reporting period	About this report p. 115					
	102-51	Date of most recent report	About this report p. 115					
	102-52	Reporting cycle	About this report p. 115					
	102-53	Contact point for questions regarding the report	cgicsr@cgi.com					
	102-54	Claims of reporting in accordance with the GRI Standards	About this report p. 115					
	102-55	GRI content index	SASB/GRI Index table pp. 102-113					
	102-56	External assurance	We've conducted internal assurance for the reported KPIs this year and are currently implementing the external assurance.					



GRI	Disclosure	Description	CSR Report 2021	Other published material	Reason for omission	Sustainable Development Goals (SDG)	Global Compact	Sustainability Accounting Standards Board (SASB)
GRI 103: MANAGEMENT APPROACH 2016								
	103-01	Explanation of the material topic and its boundary	CSR Priorities pp. 8-11				X	
	103-02	The management approach and its components	Our Dream p. 13 CSR Governance p. 12	<ul style="list-style-type: none"> • Notice of Annual General Meeting of Shareholders and Management Proxy Circular pp. 57-58 			X	
	103-03	Evaluation of the management approach	CSR Governance p. 12	<ul style="list-style-type: none"> • Notice of Annual General Meeting of Shareholders and Management Proxy Circular p. 21 • Charter of the Human Resources Committee pp. 2; 4; 5 			X	
GRI 201: ECONOMIC PERFORMANCE 2016								
	201-01	Direct economic value generated and distributed		<ul style="list-style-type: none"> • CGI Annual report p. 12 		2, 5, 7, 8, 9		
	201-02	Financial implications and other risks and opportunities due to climate change	Risk management pp. 92-93			13		
	201-03	Defined benefit plan obligations and other retirement plans		<ul style="list-style-type: none"> • CGI Annual report <ul style="list-style-type: none"> • Defined benefit pp. 91; 104-111 • Other benefit plans p. 111 				
	201-04	Financial assistance received from government		<ul style="list-style-type: none"> • CGI Annual report <ul style="list-style-type: none"> • R&D and other tax credits received amounts p. 93. • Tax credits p. 102 • R&D and other tax credits accounts receivables p. 93 • CARES Act payment deferral program liabilities p. 101 				
GRI 205: ANTI-CORRUPTION 2016								



GRI	Disclosure	Description	CSR Report 2021	Other published material	Reason for omission	Sustainable Development Goals (SDG)	Global Compact	Sustainability Accounting Standards Board (SASB)
	205-1	Operations assessed for risks related to corruption	Ethics pp. 76-80	• Charter of the Audit and Risk Management Committee		16		
	205-2	Communication and training about anti-corruption policies and procedures	Ethics pp. 76-80 Data table p. 101			16		
	205-3	Confirmed incidents with third parties related to corruption higher than \$100,000 CAD	Data table p. 101			16		
GRI 206: ANTI-COMPETITIVE BEHAVIOR 2016								
	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	We expect all CGI members to strictly uphold the business practices set forth in our Code of Ethics and Business Conduct. Likewise, we expect all suppliers who do business with CGI to strictly uphold the business practices set forth in our Third Party Code of Ethics, which is included in our supplier contracts. Any significant legal actions, if they exist, would be identified in our U.S. Securities and Exchange Commission (SEC) filings.			16		TC-SI-520a.1
GRI 302: ENERGY 2016								



GRI	Disclosure	Description	CSR Report 2021	Other published material	Reason for omission	Sustainable Development Goals (SDG)	Global Compact	Sustainability Accounting Standards Board (SASB)
	302-1	Energy consumption within the organization	Data table p. 100			7, 8, 12, 13	X	TC-SI-130a.3 TC-SI-130a.1
	302-2	Energy consumption outside of the organization	Data table p. 100			7, 8, 12, 13	X	
	302-3	Energy intensity	Data table p. 100			7, 8, 12, 13	X	
	302-4	Reduction of energy consumption	Data table p. 100			7, 8, 12, 13	X	
	302-5	Reductions in energy requirements of products and services	Data table p. 101			7, 8, 12, 13	X	
GRI 303: WATER AND EFFLUENTS 2018								
	303-1	Interactions with water as a shared resource	CGI's water withdrawal is minimal in all countries of operation including those in high or extremely-high baseline water stress regions, owing to the nature of the business. With remote-working in place, water withdrawal has been negligible during the reporting period.			13	X	TC-SI-130a.2
	303-2	Management of water discharge-related impacts			<i>As a service-based company, CGI doesn't have enough water disposal to significantly affect water sources</i>	13	X	
	303-3	Water withdrawal	Data table p. 101			13	X	
	303-4	Water discharge	Data table p. 101			13	X	
	303-5	Water consumption	Data table p. 101			13	X	
GRI 305: EMISSIONS 2016								



GRI	Disclosure	Description	CSR Report 2021	Other published material	Reason for omission	Sustainable Development Goals (SDG)	Global Compact	Sustainability Accounting Standards Board (SASB)
	305-1	Direct (Scope 1) GHG emissions	Climate pp. 51-63, Data table p. 100			3, 7, 8, 12, 13	X	
	305-2	Energy indirect (Scope 2) GHG emissions	Climate pp. 51-63, Data table p. 100			3, 7, 8, 12, 13	X	
	305-3	Other indirect (Scope 3) GHG emissions	Climate pp. 51-63, Data table p. 100			3, 7, 8, 12, 13	X	
	305-4	GHG emissions intensity	Climate pp. 51-63, Data table p. 100			3, 7, 8, 12, 13	X	
	305-5	Reduction of GHG emissions	Climate pp. 51-63, Data table p. 100			3, 7, 8, 12, 13	X	
	305-6	Emissions of ozone-depleting substances (ODS)			<i>These are less significant and not a material aspect given the main activities of CGI business operations</i>	3, 7, 8, 12, 13	X	
	305-7	Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions			<i>These are less significant and not a material aspect given the main activities of CGI business operations</i>	3, 7, 8, 12, 13	X	
GRI 307: ENVIRONMENTAL COMPLIANCE 2016								
	307-1	Noncompliance with environmental laws and regulations	There has been no noncompliance with environmental laws and regulations during the reporting period.			13	X	
GRI 308: SUPPLIER ENVIRONMENTAL ASSESSMENT 2016								



GRI	Disclosure	Description	CSR Report 2021	Other published material	Reason for omission	Sustainable Development Goals (SDG)	Global Compact	Sustainability Accounting Standards Board (SASB)
	308-1	New suppliers that were screened using environmental criteria	Procurement p. 83 Data table p. 101			12	X	
GRI 414: SUPPLIER SOCIAL ASSESSMENT 2016								
	414-1	Percentage of new suppliers that were screened using social criteria	Procurement p. 83 Data table p. 101			12	X	
	414-2	Negative social impacts in the supply chain and actions taken	Procurement p. 83			12	X	
GRI 403: OCCUPATIONAL HEALTH AND SAFETY 2018								
	403-8	Workers covered by an occupational health and safety management system	Health & safety pp. 30-31 Data table p. 99	<ul style="list-style-type: none"> As defined in our Code of Conduct, CGI is committed to creating and maintaining healthy and safe workplaces for its members. Members are expected to comply with all safety laws, regulations, and directives from their managers. Code of Business Ethics Third Party Code of Business Ethics 		3, 4, 5	X	
GRI 404: TRAINING AND EDUCATION 2016								
	404-1	Average hours of training per year per employee	Data table p. 98			3, 4	X	
	404-3	Percentage of employees receiving regular performance and career development reviews	Data table p. 98			3, 4	X	
GRI 405: DIVERSITY AND EQUAL OPPORTUNITY 2016								
	405-1	Diversity of governance bodies and employees	Data table p. 99			5, 8		TC-SI-330a.3
GRI 406: NON-DISCRIMINATION 2016								



GRI	Disclosure	Description	CSR Report 2021	Other published material	Reason for omission	Sustainable Development Goals (SDG)	Global Compact	Sustainability Accounting Standards Board (SASB)
	406-1	Incidents of discrimination and corrective actions taken	Any member of CGI who feels discriminated against or harassed can and should, in all confidence and without fear of reprisal, personally report the facts through the reporting channels. The facts will be examined carefully. Neither the name of the person reporting the facts nor the circumstances surrounding them will be disclosed unless such disclosure is necessary for an investigation or disciplinary action. Any disciplinary action will be proportional to the seriousness of the behaviour concerned. CGI will also provide appropriate assistance to any member who is a victim of discrimination or harassment. In addition, retaliation against persons who make complaints of harassment, witness harassment, offer testimony, or are otherwise involved in the investigation of harassment complaints will not be tolerated.	<ul style="list-style-type: none"> • Code of Business Ethics • Third Party Code of Business Ethics 		5, 8	X	
GRI 407: FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING 2016								
	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	As a signatory to the UN Global Compact, CGI respects the legal right of freedom of association of its members. Human rights pp. 81-82			3, 5, 8		
GRI 408: CHILD LABOR 2016								
	408-1	Operations and suppliers at significant risk for incidents of child labor	Human rights pp. 81-82	<ul style="list-style-type: none"> • Third Party Code of Business Ethics • Modern Slavery Policy (UK) 		5, 8	X	
GRI 409: FORCED OR COMPULSORY LABOR 2016								



GRI	Disclosure	Description	CSR Report 2021	Other published material	Reason for omission	Sustainable Development Goals (SDG)	Global Compact	Sustainability Accounting Standards Board (SASB)
	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Human rights pp. 81-82	<ul style="list-style-type: none"> Third Party Code of Business Ethics Modern Slavery Policy (UK) 		5, 8	X	
GRI 413: LOCAL COMMUNITIES 2016								
	413-1	Operations with local community engagement, impact assessments, and development programs	Communities pp. 36-50			4, 10, 17	X	
GRI 418: CUSTOMER PRIVACY 2016								
	103	Management approach	<p>We do not disclose or use any of the personal data we collect for any purposes other than those agreed upon. More information about our policy: https://www.cgi.com/en/global-privacy</p> <p>CGI's product and service lines face no censorship in any country that it currently operates in.</p>			8, 12		TC-SI-220a.1 TC-SI-220a.5 TC-SI-230a.2
	418-1	Material complaints regarding breaches of customer privacy and losses of customer data resulting in judicial action in 2021	<p>CGI adheres to the law of the land in countries where it operates and engages with the requests from the authorities, if any, as needed. More information about our policy: https://www.cgi.com/en/global-privacy</p> <p>Data Privacy, Management of data incidents and breaches pp. 84-87</p> <p>Data table p. 101</p>			8, 12		TC-SI-220a.2 TC-SI-220a.3 TC-SI-220a.4 TC-SI-230a.1
SASB	TC-SI-550a.1	Managing Systemic Risks from Technology Disruptions	Security pp. 88-91			8, 12		TC-SI-550a.1
SASB	TC-SI-550a.2	Managing Systemic Risks from Technology Disruptions		<ul style="list-style-type: none"> CGI Annual report p. 57 		8, 12		TC-SI-550a.2



Glossary

BCR Binding Corporate Rules
CSAP Client Satisfaction Assessment Program
CEMS Central Energy Management System
CSR Corporate Social Responsibility
CO₂e Carbon dioxide equivalents
DE&I Diversity, equity and inclusion
DRS Diversity Recruitment Sponsorship
EDM Energy data management
EMS Environmental Management Systems
ERM Engagement Risk Management
ESG Environmental, social and governance
ESMF Enterprise Security Management Framework
GHG Greenhouse gas
GDPR General Data Protection Regulation
GRI Global Reporting Initiative
IDD Intellectual and developmental disabilities
LGBTQ+ lesbian, gay, bisexual, transgender, queer, plus
MPMF Member Partnership Management Framework

MSAP Member Satisfaction Assessment Program
PUE Power Usage Effectiveness
RMS Renewables Management System
SASB Sustainability Accountability Standards Board
SBTi Science Based Targets Initiative
SBU Strategic Business Unit
SDGs Sustainable Development Goals
SSAP Shareholder Satisfaction Assessment Program
STEM Science, technology, engineering and math
UN United Nations
UNGC United Nations Global Compact
VOC Voice of our clients
VOM Voice of our members



About this report

Our annual Corporate Social Responsibility (CSR) report shares our commitments, progress, and performance across global operations of CGI Inc.* during the fiscal year 2021 (October 1, 2020 to September 30, 2021) unless otherwise noted.

Accountability and transparency are integral to the foundation on which we build trust with our clients, members, and shareholders in our communities. We continually take significant steps to strengthen our reporting approach through ongoing stakeholder engagement and voluntary adherence to global non-financial reporting standards. We conducted a materiality assessment with the help of an external partner to inform our environmental and social responsibility strategy and approach for this year's report.

Our report is prepared in accordance with the Global Reporting Initiative (GRI) Standards. We are aligned with other reporting requirements such as the Sustainability Accounting Standards Board (SASB) and the United Nations Global Compact.

Our annual CSR reports and performance indicators are available online at cgi.com/en/corporate-social-responsibility, where additional information about our global CSR activities can also be accessed.

Disclosures of key non-financial metrics are available in the Performance data table, including data from the two previous years. Current financial and governance information about CGI is available in the recent CGI Annual Report 2021, and 2021 Proxy Circular.

Accessibility

This document was designed to comply with WCAG 2.1 and PDF/UA accessibility standards.

* The scope of this report is the legal entity CGI Sverige AB (including all holding companies), which is a part of CGI Inc.



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